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MEMORANDUM FOR: Chairman, Board of Medical Examiners

: Request for Medical Evaluation -Mr. Calvin W. Hicks

- 1. Subject, a participant in the CIA Retirement and Disability System, has applied for disability retirement under the provisions of Section 231 of Public Law 88-643, Central Intelligence Agency Retirement Act of 1964 for Certain Employees. It is requested that a medical examination be arranged for Subject and that a written report of the Board of Medical Examiners as prescribed in paragraph f. (4) of HR 20-50 be submitted to the Director of Personnel.
- 2. Attached are copies of the Supervisor's Statement, the Application for Disability Retirement, and a private physician's statement.
- 3. Subject intends to remain on duty until a decision is made regarding his application for disability retirement.

R. L. Austin, Jr. Deputy Director of Personnel for Special Programs

#### Attachments:

- a. Supervisor's Statement
- b. Application
- . c. Physician's Statement

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10 December 1973

MEMORANDUM FOR: Chief, Career Management Group

SUBJECT:

Promotion of Mr. Calvin W. Hicks

- 1. I would solicit Career Management Group and the Promotion Panel to consider the overall career of Calvin W. Hicks when deciding on the current cycle of promotions from GS-13 to GS-14.
- 2. After Mr. Hicks EOD in 1950, he advanced rapidly in three years to GS-11. He was promoted to GS-12 in 1956, six years later to GS-13 in 1962, and since then has been almost 12 years in grade. He has had overseas tours with FE and NE Divisions, has served as a training instructor, on a PM task force, and with Miami Ops and area branches in WII. In these assignments he consistently received Strong ratings. Despite a largely paramilitary background, in 1967 he adjusted to the intelligence production cycle and developed the skills of an operations officer doing operations-oriented reports work in the Intelligence Watch. As of this date he has the longest continuity in the Intelligence Watch and is rated as a mature and thoughtful individual who exercises excellent professional judgment. He was recommended for promotion from GS-13 to GS-14 in April 1968 and in April 1969. In 1970 he was recommended for a QSI by FI Chief, Peer deSilva. He was again recommended for promotion in March 1971, in November 1972, and in November 1973.
- 3. Admittedly, promotions are competitive and the rankings are relative and must be adjusted to the headroom available. The overall history of his career would seem to argue the equity of granting the often recommended promotion to Mr. Calvin Hicks as he nears the end of a career. Mr. Hicks is 49 years old and has a family of five children. He has a medical hold which will not allow him to serve overseas at this time and he therefore, contemplates retirement at age 50 (in late 1974). He is and will be until then a valuable member of the Intelligence Watch.
- I recommend that the promotion which has escaped him in the last decade be granted at the time of this year's promotion cycle.

L. A. Campbell

Chief, Operations Staff

Administrative a Little Line College

13 November 1973

MEMORANDUM FOR:

Career Management Group Mid-Career Officer Branch

SUBJECT

Recommendation for the Promotion of Calvin W. Hicks (056361)

to 6S-14

1. I would again like to recommend the promotion of subject officer from GS-13 to GS-14. Mr. Hicks has been with the Intelligence Watch since June 1967 and his performance has been characterized consistently by exceptional proficiency. He serves on a rotating schedule with seven other officers doing identical work, some of whom are currently in GS-14.

- 2. A medical hold has precluded any further overseas assignments and for this reason his stay in IW has been extended until November 1974, when he will be 50-years-old at which time he plans to retire under the Agency retirement system.
- 3. Mr. Hicks' resourcefulness and ability to apply the multitude of reporting instructions and techniques have been convincingly demonstrated in crisis situations such as the recent Chilean coup and the Middle-Eastern crisis. He has consistently displayed initiative and good judgment in meeting unforeseen crisis with rapid and effective action and has clearly demonstrated his ability to continuously adjust to rotating shifts and the irregular flow of traffic.
- 4. For his sustained high level of performance in 1972 Mr. Hicks received a quality step increase in recognition and as proof of the high esteem in which he is held by his superiors. He occupies a GS-14 slot. His promotion is again recommended in recognition of his long years of Agency service.

Joseph A. Procaccino C/OPS/INT/IW

Concur: Eloise R. Page, C/OPS/INT

E2 IMPDET CLBY 002025

26 September 1973

MEMORANDUM FOR: Chief, Operations Staff

SUBJECT:

Appreciation of IW Performance During Chilean Upheaval

- 1. The officers of the Intelligence Watch (IW) performed admirably in swiftly processing the heavy flow of intelligence engendered by the recent political upheaval in Chile. In many instances, reports were in the hands of customers in the intelligence community within minutes of being filed in Santiago.
- 2. Please extend to the IW officers concerned the appreciation of this Division for their fine performance. I suggest that a copy of this memorandum be placed in the personnel folder of each of the officers concerned.

David A. Phillips

Chief, Western Hemisphere Division

E2 IMPDET CL BY 039964

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MEMORANDUM FOR: Calvin W. Hicks

: Quality Step Increase

- I was pleased to learn that you have been granted a Quality Step Increase. Such recognition is proof of the high esteem in which you are held by your supervisors in the Clardestine Service.
- 2. Please accept my personal best wishes. I am confident that your future performance will be of a continuing high quality.

/S/ Cord Moyer, Jr. Thomas H. Karamessines Deputy Director for Plans

CSPS/SOB/Hileberman; rv(11Apr72)

Distribution:

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# CONFIDENTIAL

1.0 "APR" 1972

MEMORANDUM FOR: Secretary, DDP/QSI - HMA Panel

SUBJECT

: Notification of Approval of Quality Step Increase -Calvin W. Hicks

- 1. I am pleased to send to you the attached official notification of the approval of the Quality Step Increase which you recommended for this employee.
- 2. As this award is designed to encourage excellence by recognizing and rewarding the employee, may I ask that you arrange to have this Quality Step Increase presented at an appropriate ceremony.

Harry B. Fisher
Director of Personnel

CONFIDENTIAL

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MEMORANDUM FOR: Chief, Foreign Intelligence Staff

SUBJECT

Intelligence Watch Assistance to European Division

As I am preparing to leave the European Division, a note of appreciation is in order for the services rendered to us for the four years of my tenure here by the officers of the Intelligence Watch.

- 2. At a time of increasingly complicated intelligence collection and reporting problems, our Agency has come of age. We have recognized that information often cannot be allowed to wait for attention until sunrise, and that we must be able to respond to national needs and world events rround the clock. The Intelligence Watch, more than any other single institution, has made it possible for us to do this. We have benefited from its cooperation particularly under strained reporting conditions -- during Presidential. trips abroad, for instance -- but have also found IW's presence and judgment helpful at other times. I know that my staff relied on IW extensively.
- 3. I am making a point of recognizing this because the Intelligence Watch -- a bit like our Agency as a whole -is apt to get more attention with an occasional slip than with a record of continuing accomplishment and success in coping with problems. From what I have been able to observe, the job has been well done.

I hope you will bring this memorandum to the attention of those concerned.

Chief

European Division

Joseph Procaccino Walter Kuzmuk Robert Heron James Pekich Frank Levy

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5 MARCH 1971

Hat approved

MEMORANDUM FOR: SEGRETARY, CSPS/SECTION A

SUBJECT:

RECONMENDATION FOR THE PROMOTION OF CALVIN W. HICKS (056361) TO GS-14

- 1. I RECOMMEND THE PROMOTION OF SUBJECT OFFICER FROM GS-13 TO GS-14. MR. HICKS HAS BEEN ASSIGNED TO THE INTELLIGENCE WATCH/FI STAFF SINCE JUNE 1907 AND SERVES ON A ROTATING SCHEDULE WITH SEVEN OTHER OFFICERS DOING IDENTICAL WORK, FOUR OF WHOM ARE CURRENTLY IN GRADE GS-14.
- 2. Mr. HICKS HAS BEEN IN THE INTELLIGENCE WATCH (IW) FOR ALMOST. FOUR YEARS AND HIS WORK, BOTH QUANTITATIVELY AND QUALITATIVELY, HAS BEEN CONSISTENTLY OF A VERY HIGH CALIBER.
- 3. His keenly developed sense of operational security resulting from his extensive paramilitary experience, coupled with his clear understanding of the relationship between operations and intelligence, has made him a very fine officer and a valuable asset to IW. He has been under my suplavision for 10 months and I have had ample opportunity to observe his performance under conditions of stress. He very ably applies a multitude of detail and general reporting instructions to the different situations manifest in each incoming report and displays initiative in meeting un-foreseen crises with rapid and effective action. Since the intelligence information is the face that the Chandestine Service puts out to the Intelligence Community, the performance of Watch Officers is of great importance. This factor becomes apparent when it is noted that over 15 percent of all cabled intelligence reports are disseminated by IW.
- 14. Mr. Hicks has an extensive background in paramilitary operations both in the field and at headquarters. All of his fitness reports for the six years preceding his assignment to IW have borne the overall rating of "strong." He has been described as "highly motivated, sincere, and capable." Also, "he works well with others and his knowledge and ability are respected." Other supervisors during the years prior to this assignment have described him as "serious, hard-working and dependable." His performance in his present assignment has demonstrated these same qualities.
- 5. Mr. Hicks is a distinct asset to IW and I Highly recommend his for promotion to GS-14.

USEPH A. PROCACCINO CHIEF, FI/INT/IW

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MEMORANDUM FOR:

Chairman, DDP QSI and Honor and Merit

Awards Panel

SUBJECT

Request for Quality Step Increase Mr. Calvin W. HICKS, GS-13 (056361)

- I recommend that a Quality Step Increase be awarded to Mr. Calvin W. Hicks.
- 2. Mr. Hicks is one of three officers in the Intelligence Watch, FI Staff, on whom identical recommendations are being submitted. These officers, all in grade GS-13, have for several years done responsible and demanding work, identical to that done in the same office by five other officers, GS-14 and 15, and all three have been rated "Strong."
- The Intelligence Watch is the primary intelligence dissemination office of the Clandestine Service. Its output of over 2,000 reports a month is the chief end-product of CS collection operations. Watch Officers serve on a rotating schedule. When an officer draws the night shift he serves alone. He must make quick, independent dissemination decisions. Mr. Hicks has done well at this work. He is alert and conscientious and has a sharp operational sense which is extremely useful in the handling of CS intelligence information. He has been recommended several times for promotion to GS-14.
- The high quality of Mr. Hicks's performance has continued for more than two years. There is no reason to expect any decline in it. His enthusiasm continues, and his tour has recently been extended for another two years.
- 5. Consideration has been given to recommending him for an Honor and Merit Award, but on balance I believe that a Quality Step Increase would be more appropriate.

Peer de Silva

Chief

Foreign Intelligence

SECRET

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SUBJECT: Request for Quality Step Increase Mr. Calvin W. HICKS, GS-13 (056361)

APPROVAL RECOMMENDED:

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SUBJECT

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is that much move to be commended. crises in different parts of the similianeous outbronk of ably move difficult. Since the In's nere working under effective intelligence coverage nould have been immeasurcompetence, courtesy, and ecoperation, without which intelligence Watch officers were milling and able to go beyond the simple ealt of duty. We came to admire their In addition to that, it became clear that the

\*laollo onit sint ni lang a bad 4. Please convey our appreciation to all officers who

garobean prateron Chief John L. Hart

YLYIN M, HICKS

SECRET men tabutara

MEMORANDUM FOR: Mr. Edward J. Carrolls

Chiel, Intelligence Watch

SUBJECT:

Performance of the Intelligence Watch during President Nixon's

recent Visit to Europe

I wish to commend you and each member of your staff who participated in the support which the Agency was called on to render to the Presidential party during its recent travel abroad. From several quarters I have had verbal expressions of praise and commendation and to these I wish to add my own in writing. I am enclosing a copy of a memorandum from the Chief, European Division, which reflects both my thoughts and the reactions I have heard from others.

I hope you will take appropriate action so that the personnel files of each of your participating officers will reflect this appreciation. You may wish to make copies of my memorandum and Mr. Hart's memorandum to serve this purpose.

Peer de Silva

Chief Foreign Intelligence

Englosure

CALVIN M. HICKS

Comment of the

2.4 JUN 1969

9 April 1969

MEMORANEUM FOR: Secretary, CSPS/Section A

SUBJECT

Recommendation for the promotion of Calvin V. Hicks (056361) to GS-14

1. I recommend the promotion of subject officer from GS-13 to GS-14. Fr. Hicks has been assigned to the Intelligence Watch/FI Staff since June 1967, and serves on a rotating schedule with seven other officers doing identical work, five of whom are currently in Grade GS-14.

2. Mr. Hicks has been with TW for almost two years and his work, both quantitatively and qualitatively has been consistently of a very high caliber. Normally six months are required before an officer newly assigned to the Intelligence Watch is able to handle a shift by himself. At least a year is required refore a Watch Officer can perform at a high level of proficiency. However, in the case of this officer, in a little more than a year he had earned the rating of "Strong" and has maintained it ever since. Although most of his 'gency experience had been in paramilitary operations, he adapted quickly to the demands of his new assignment. His keenly developed sense of operational security, coupled with his clear understanding of the relationship between operations and intelligence, has made him a very fine officer and a valuable asset to IV. He has been under my supervision for 16 months and I have had ample opportunity to observe his performance under conditions of stress. He is even tempered and level headed. His mistakes are few and infrequent and these are usually of the clerical variety, not in matters of judgment. I continue to be impressed with his thoroughness in handling information; with the evidence of his coordination when the interests of more than one division are involved. Since operations have to be subnerged and the intelligence is the portion of the iceberg which shows to the intelligence community, the performance of the Watch Officers is of great importance. This factor becomes apparent when it is noted that about 80, of all cabled intelligence reports are disseminated by the Intelligence Match. the Vatch Officers were commended by the Chief, FI Staff and the Chief, Europe Division for their performance during the President's trip to Western Furope. The simultaneous outbreak of crises in different parts of the world further added to the burdens of the Watch Office at that time. Mr. Hicks made a real contribution during that period and deserves the commendation personally in a high degree.

3. Frior to his assignment to the Intelligence Watch, Mr. Hicks served with WH Division and with the Cuban Operation. He has an extensive background in paramilitary operations both in the field and at headquarters. All of his Fitness Reports for the six years preceding his assignment to the Intelligence Watch have borne the overall rating of "strong." He has been described as "highly motivated" "sincere and capable." He has been further complimented as "working well with others and his knowledge and ability are respected." Other supervisors have described him as "serious, hard-working and dependable." His performance in his present assignment has demonstrated these same qualities. He has managed the transition from active operations to the life of a desk bound intelligence officer with ease. I recommend him with enthusiasm for promotion to GS-14.

Edward J. Carroll Chief, FI/INT/IW

CS Cheen Sourier

0-1368

24 OCTUBER 1968

NENDRANDUM FOR: SECRETARY, CSPS/SECTION A

SUBJECT: RECOMMENDATION FOR THE PROMOTION OF CALVIN W. HICKS (056361) to GS-14

- 1. I RECOMMEND THE PROMOTION OF SUBJECT OFFICER FROM GS-13 TO GS-14. MR. HIGHS HAS BEEN ASSIGNED TO THE INTELLIGENCE WATCH/FI STAFF SINCE JUNE 1967, WHERE HE SERVES ON A ROTATING SCHEDULE WITH SEVEN OTHER OFFICERS DOING IDENTICAL WORK; FIVE OF WHOM ARE CURRENTLY IN GRADE GS-14.
- 2. MR. HICKS HAS BEEN WITH I'W FOR ABOUT 16 NONTHS AND HIS WORK, BOTH QUANTITAVELY AND QUALITATIVELY, HAS BEEN CONSISTENTLY OF VERY HIGH CALIBER. NORMALLY SIX MONTHS ARE REQUIRED BEFORE AN OFFICER NEWLY ASSIGNED TO THE INTELLIGENCE WATCH 'S ABLE TO HANDLE A SHIFT BY HIMSELF. AT LEAST A YEAR IS USUALLY REQUIRED BEFORE A MAN CAN ADVANCE FROM "ADEQUATE" TO "PROFICIENT." AT PRESENT, MR. HICKS HAS ALREADY PROGRESSED TO THE RATING OF "STRONG." HE IS ALERT AND CONSCIENTIOUS AND HAS AN OPERATIONAL SENSE WHICH IS IN-VALUABLE IN THE HANDLING OF INTELLIGENCE. WITH HIS EXTENSIVE OPERATIONAL AND PARAMILITARY BACKGROUND, MR. HICKS HAS A FINE SENSE FOR THE RELATIONSHIP BETWEEN OPERATIONS AND ITS PRIMARY PRODUCT, THE CLANDESTINE SERVICES INTELLIGENCE REPORT. THIS OF-FIGER HAS BEEN UNDER MY SUPERVISION FOR 11 MONTHS AND DURING THAT PERIOD I HAVE HAD AMPLE OPPORTUNITY TO OBSERVE HIS CONDUCT UNDER CONDITIONS OF STRESS. HE IS EVEN TEMPERED AND LEVEL HEADED. HIS MISTAKES ARE FEW AND INFREQUENT. I AM PARTICULARLY IMPRESSED WITH HIS THOROUGHNESS IN HANDLING INFORMATION; WITH THE EVIDENCE OF THE COORDINATION WHICH HE SO OFTEN ATTEMPTS WITH SEVERAL AREA Divisions when necessary before disseminating a Report to the INTELLIGENCE COMMUNITY. Since the Intelligence information Re-PORT IS THE FACE THAT THE CLANDESTINE SERVICES SHOWS TO THE IN-TELLIGENCE ANALYST AND THE POLICY OFFICERS OF THE GOVERNMENT, THE PERFORMANCE OF THE WATCH OFFICERS IS OF GREAT IMPORTANCE. THIS FACTOR BECOMES APPARENT WHEN ONE NOTES THAT ASOUT SO PERCENT OF ALL CABLED INTELLIGENCE REPORTS ARE DISSEMINATED BY THE INTELLI-GENCE WATCH.
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PRONOTION RECOMMENDATION - CALVIN W. HICKS (CONTINUED) PAGE 2

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EDWARD J. CARROLL
CHIEF, FI/INT/IW

ATTACHMENT

5 APRIL 1968

MEMORANDUM FOR: SECRETARY, CSPS/SECTION A

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PROMOTION RECOMMENDATION - CARVIN No HICRS (CONTINUED) PAGE 2

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I heartily endorse this recommendation that Mr. Hicks be promoted to GS-14. As his supervisor points out, Mr. Hicks, when he came to the Intelligence Watch, was essentially a querrilla warfare field operational officer. Positive intelligence information reporting and the handling of reports were new to him, and called for professional skills and other qualities radically different from those which most of his previous experience had brought into play. Yet in a relatively short time, Mr. Hicks has developed the skills required of a Watch Officer, and thanks to this and to other strengths has become one of the most valuable officers in the unit.

Watlace R. Deuel Chief FI/INT .

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7 April 1967

MEMORANDUM FOR: Calvin W. Hicks

VIA : WH/RMO

SUBJECT : Records Officer Appointment

- 1. In accordance with a request received from your component, you are hereby appointed a Records Officer in the Clandestine Services. Your functions are described, in summary, in CSI 43-1, Para. 4.b.(3). You have also participated in a training course in which these functions were reviewed in some detail.
- 2. The essence of your appointment is that you now occupy a position of trust in which you are expected to draw on your knowledge and experience to exercise responsible and sound judgment in building and maintaining a professionally useful records system in the Clandestine Services. You are, at the same time, expected to train and guide others within your component in these respects.
- 3. A copy of this memorandum will be placed in your official personnel folder.

PETER D. DYKE

DDP Records Management Officer

cc: Personnel File of Addressee

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28 August 1961

MEMORANDUM FOR: Secretary, CS/CS Panel (Section B)

SUBJECT

Recommendation for Promotion to Grade GS-13 - Mr. Calvin W. Hicks

1. It is recommended that Calvin W. Hicks be promoted from Grade GS-12 to Grade GS-13 in recognition of his outstanding performance as a member of JMATE Project.

- 2. Mr. Hicks was assigned to JMATE Project in October 1960 as an operations officer in the Paramilitary Section. His years of Agency experience and varied operational assignments enabled him to immediately take hold and perform the many functions required in the Peremilitary Operations Section in a most outstanding manner. This included recruitment, training, briefing, debriefing and in-exciltration of agents; supervision of the infiltration of supplies and bodies by air for the Paramilitary Operations Section; case officer for certain high level agents and their W/T operators includ the target area. Mr. Hicks' maturity, common sense and varied experience enabled him to operate with the minimum of supervision. He trained certain agents in tradecraft, air and maritime reception, mapping, and guerrilla warfare with the result that those agents received the only completely successful air drops. In addition, some of these agents handled and trained by Mr. Hicks became our most trusted and important agenta, and a large measure of their willingness to go on after continued frustrations was due to their respect for, and trust and confidence in, Mr: Hicks.
- 3. Mr. Hicks has continuously demonstrated the ability to perform duties in a higher grade. He has the leadership, maturity, common sense, stability, and ability to make decisions and to operate with minimum supervision so necessary to senior officers in the Agency. He is aggressive and capable of fighting for his views: at the same time he will listen to advice and once a decision has been handed down, will give it his full support even though he might have opposed it before the decision was made.

EYES ONLY

4. Mr. Hicks has been an Agency staff employee since August 1950 and was last promoted in November 1956. He is in every way fully qualified to perform the duties of a higher grade and has been doing so in an outstanding manner on JMATE Project. Therefore, it is strongly recommended that Mr. Hicks be promoted to Grade GS-13 at the earliest date.

J. C. KING Chief Western Hemisphere Division

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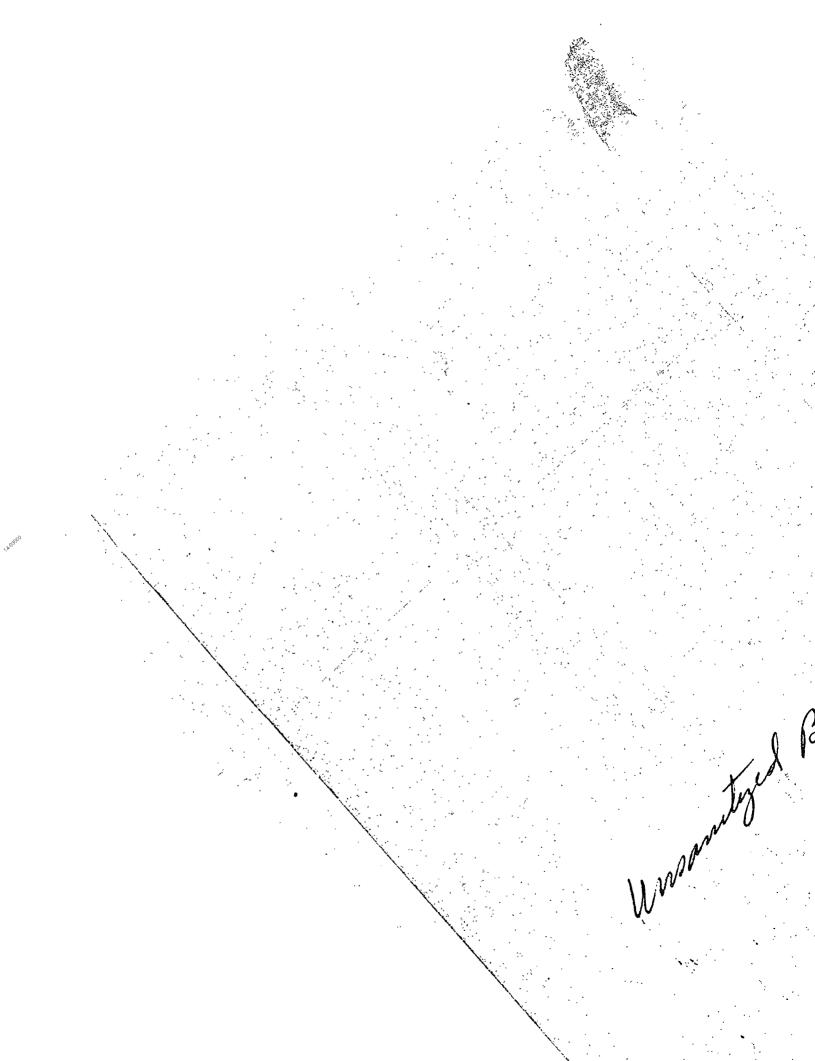
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5 Aug. 1930 HICKS, Calvin Wilson 8 Her 1924 7 2925 153 154 Married · CAPICA Jul 1951 1965 [ PCS 0/8 DETENNED ALLES Aug 1954 S. HOH. CIA ENTLOYMENT 1943-45 Military Service, US Army, Pvt National Goophysical Co, Dallas, Tomas - Shooter (for seinsography) (1 mg) 1946 1948; 49 Marine Exploration Co, Houston, Tomas - Laboratory Helpar (5 mos) Toxas Agricultural & Mochanical College, College Sta, Texas -BS Colors Univ of Houston, Houston, Toxas - Goology. /(Quo; - 1751 cm) P. FOREIGN LANGUAGE ADILITIES Nono . Language, Profictions, Date Tested 1963 CH ACTEC? m "อูกัน" โดยจะจัง มีของเลยได้กา 1950 Pers 1950-1969 Mercky 2501 6050 1952". 2 Records of Orsa 1969 Read Is prove 1952 C. Autom Son ignaci Actions, Hillary Orders, and Principal installs) CESITION TITLE & OCCUPATIONAL CODE CHARE SO DEGANIZATION & ORSAN. TITLE (21 and) LOCATION Av. Dac 1, 127.00 Dc DDP/CS Dov Comp/NE DDP/WH-4 DDP/WH-4/Paramil Soc Oct 1960 Nov 1960 D Ea 12 6136.14 12 D 12 . 13 Aug 1961 0136.01 D DDP/Task Force "W!/Faremil Br liay 1952 0136.01 13 · D 13. Jun 1954 0136.01 D DEP/SAS/MismiOpsFr/Cn, PM Soc DUPARHO Minni Open / On . PM Sec Kay 1965 0136.01 D Sen 1965 20. MATE REVIEWED a 2 Minus

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THIS MEMORANDUM MUST REVAIN ON TOP OF THIS FILE

The Record

SUBJECT

- Credit Reference for Mr. Calvin W. Hicks
- 1. Mr. Calvin W. Hicks has had the following history of employment with the Agency:
  - a. August 1950 EOD Headquarters
  - December 1950-April 1952 FE Division, stationed overseas
  - c. April 1952-March 1954 OTR, Headquarters d. March 1954-May 1955 OTR, ISOLATION

During his time at Headquarters he was a student and did not establish credit. While overseas, his cover was that of a Department of the Army civilian, although he told casual friends that he had been recalled to active duty. From April 1952 to March 1954, he used a nominal cover of a Department of Defense civilian. He used the Commanding Officer of ISCIATION (as locally known) to establish credit there.

2. Mr. Micks will abide by the above story. Therefore, he should admit no affiliation with the Agency, and his employment with the Agency will be denied.

PERSONNEL OFFICER, OFR

CONCUR:

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

EFFECTIVE DATE OF DESIGNATION: 01 MAY 1974.

HICKS CALVIN W

056361

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"PAY ADJUSTMENT IN ACCORDANCE WITH SALARY SCHEDULES OF PL 92#210 AND EXECUTIVE DROER 11637 PURSUANT TO AUTHORITY OF DCI AS PROVIDED IN THE CIA ACT OF 1949, AS AMENDED, AND A DCI DIRECTIVE DATED 8 DCTOBER 1962"

EFFECTIVE DATE OF PAY ADJUSTMENTE 9 JANUARY 1972

NAME

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NEW SALARY

HICKS CALVIN W

055361 32 500 V GS 13 7

22,487

"PAY ADJUSTREST IN ACCORDANCE WITH SALARY SCHEDULES OF PL 90-2.6
PURSUANT TO AUTHORITY OF DOLLAS PROVIDED IN THE CIA ACT OF 1949,
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EFFECTIVE DATE OF PAY ADJUSTMENT: 8 CCTOBER 1987

NAME SERIAL OPGN. FUNDS GR-STEP SALARY SALARY
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G.36 FICKS CALVIN W 51 400 096361 NEW SALARY RATE TYPE ACTION 1111 GS 13 5 814.60 NO EXCESS LWOP IN PAY STATUS AT END OF WAITING PERIOD LWOP STATUS AT END OF WAITING PERIOD AUDITED BY CLERKS INITIALS I CERTIFY THAT THE WORK OF THE ABOVE NAMED EMPLOYEE IS OF AN ACCEPTABLE LEVEL OF COMPETENCE. SIGNATURE: PAY CHANGE NOTIFICATION 1-05 560E Mfg 3 65 (4-51)

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"PAY ADJUSTMENT IN ACCORDANCE WITH SALARY SCHEDULES OF PL 01-656 AND EXECUTIVE DATER 11576 PUPSUANT TO AUTHORITY OF DOLLAS PROVIDED IN THE CIA ACT DE 1749) AS AMENDED, AND A DOT DIRECTIVE DATED 8 OCTOBER 1952"

## EFFECTIVE DATE OF PAY ADJUSTMENTS TO JANUARY 1971

NAME SERIAL DOGS FUNDS GR-STEP SAUARY
HIGKS CALVIN W 056361 32 500 V GS 13 6 320.721

"PAY ADJUSTMENT IN ACCORDANCE WITH SALARY SCHEDULES OF PL 91-231 AND EXECUTIVE ORDER 11524 PURSUANT TO AUTHORITY OF DCI AS PROVIDED IN THE CIA ACT OF 1949, AS AMENDED, AND A DCI DIRECTIVE DATED 8 OCTOBER 1962"

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EFFECTIVE DATE OF PAY ADJUSTMENT! 28 DECEMBER 1969

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"FAY ACCUSTUEST IN ACCORDANCE ITH SECTION 212 DE PL 90-206 AND EXECUTIVE OF 1949, OF 1476 FURSUANT TO THE 1949, OF 1949, AS AMENEED, AND A COI DIRECTUE DATED & SCIENCE 1962"

EFFECTIVE DATE OF FEW ADJUSTMENTS 13 USEY 1989

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SERTAL OF THE FUNDS GA-SHE?

SALARY

HICKS CALVIN

56361 32 500 V GS 13. 5

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PAY ADJUSTMENT IN ACCORDANCE WITH SECTIONS 212 AND 216 OF PL 90-206 AND EXECUTER BROLE VILLE PURSUANT TO AUTHORITY OF DCI AS PROVIDED IN THE CIA ACT OF 1949, AS AMENCED AND A-DCI DIRECTIVE DATED & COTOBER 1962"

SEFFECTIVE DATE OF PAY ADJUSTMENTS 14 JULY 1968

NAME

SERIAL ORGN. FUNDS GRESTEP GS 13 5 \$15,307 \$10,329 050301 32 500 V HICKS CALVIN H

MPAY ADJUSTMENT IN ACCORDANCE WITH THE PROVISIONS OF SECTION 5305 OF TITLE 5. U.S.C. AND EXECUTIVE ORDER 11739 PURSUANT TO AUTHORITY OF OCI AS PROVIDED IN THE CIA ACT OF 1949, AS AMENDED, AND OCI CIRECTIVE DATED OF CCTCSER 1962."

EFFECTIVE DATE OF PAY ADJUSTMENT: 14 CCTCBER 1973

NEH SERIAL ORGN. FUNDS GR-STEP SALARY HICKS CALVIN L 056361 32 400 V

PAY ACILSTMENT IN ACCORDANCE WITH 5 L.S.C. 5305 AND EXECUTIVE ORDER 11691 PURSUANT TO ALTHURITY OF DCT AS PROVIDED IN THE CIA ACT OF 1949; AS AMERUED, AND DCI DIRECTIVE DATED OF COTOBER 1962.

EFFECTIVE DATE OF PAY ACJUSTMENT: 07 JANUARY 1973

NAME SERIAL ORGN. FUNDS GR-STEP SALARY
HICKS CALVIN W 056361 32 500 V GS 13 8 \$24.299

"PAY ACJUSTMENT IN ACCORDANCE WITH THE PROVISIONS OF SECTION 5305 OF TITLE 5, U.S.C. AND EXECUTIVE CACE TIBLE PURSUANT TO AUTHORITY OF DOLEAS PROVIDED IN THE CIA ACT OF 1945, AS AMENDED, AND DOLEDIRECTIVE CATED 38 OCTOBER 1962."

EFFECTIVE DATE OF PAY ACJUSTPENT: 13 CCTCBER 1974

NAME SERIAL ORGA. FUNDS GR-STEP SALARY
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NOTIFICATION OF PERSONNEL ACTION **OCF** 1.. SERIAL NUMBER 2. HAME (LAST FIRST-MIDDLE) ก56361 HICKS CALVIN W 3. NATURE OF PERSONNEL ACTION 2 4 EFFECTIVE DATE S CATEGORY OF EMPLOYMENT ก7 | 31 | 66 REASSIGNMENT. REGULAR 7. COST CENTER NO. CHARGEABLE O CSC OR OTHER LEGAL AUTHORITY ¥ 10 ¥ V 10 CF 50 USC 403 J CF . TO V. CF TÒ CF 7235 0620 0000 P. ORGANIZATIONAL DESIGNATIONS 10. LOCATION OF OFFICIAL STATION DDP/WH BRANCH 3 LIMA SECTION WASH., D.C. 11. POSITION TITLE 12. POSITION NUMBER 13. SERVICE DESIGNATION OPS OFFICER 1392 D 14. CLASSIFICATION SCHEDULE (65, LB, etc.) 15 OCCUPATIONAL SERIES 16. GRADE AND STEP". IF. SALARY CR'RATE GS 13 4 14217 0136.01 IS. REMARKS SPACE BELOW FOR EXCLUSIVE USE OF THE OFFICE OF PERSONNEL 19 ACTION 20. Employ. 21. OFFICE CODING 22. STATION 23. INTEGREE 24. Hdgtrs. 25. DATE OF BIRTH. 76 DATE OF GRADE 27 DATE OF LEI 37. 10 51400 75013 108.124 11 28. HTE EXPIRES 29. SPECIAL RETIREMENT DATA 31. SEPARATION 32. CORRECTION/CANCELLATION DATA 33. SECURITY REQ MO. 34. SEX 30 REFERENCE DATA CODE EOD DATA 35 VET. PREFERENCE 34. SERV. COMP. DATE 37 LONG. COMP. DATE 38. CAREER CATEGORY. 40 SOCIAL SECURITY NO FEGLI / HEALTH INSURANCE O . WAIVER HEALTH INS COS PREVIOUS GOVERNMENT SERVICE DATA 42. LEAVE CAT. FEDERAL TAX DATA STATE TAX DATA (ODE , ----STATE CODE COOL FORM EXECUTED! CODE 1 - 1E\$ 2 - 80 SIGNATURE OR OTHER AUTHENTICATION

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(When Filled In)

MPAY ADJUSTMENT IN ACCORDANCE WITH SALARY SCHEDULES OF PL 39-504 PURSUANT TO AUTHORITY OF DOLLAS PROVIDED IN THE CIA ACT OF 1949.

AS AMENCED, AND A-DOL DIRECTIVE DATED & COTOMER 1982.

EFFECTIVE DATE OF PAY AUJUSTMENTS 3 JULY 1986

" SERTAL ORGN. FUNUS GR-STEP SALARY SALARY 056361 51 997 V. GS:13 4 5:3.815 \$14,217 HICKS CALVIN W

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HPAY ADJUSTMENT IN ACCORDANCE WITH SALARY SCHEDUCES OF ML 49-301 POURSUANT TO AUTHORITY OF CCT AS PROVIDED IN THE STA ACT OF 1949.

AS AMENTED. AND A-DOI POLICY DIRECTIVE DATED & OCTOBER 1962.

EFFECTIVE DATE OF PAY ADJUSTMENTS 19 OCTOBER 1965 ULD

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I CERTIFY THAT THE WORK OF THE ABOVE NAMED EMPLOYEE IS OF AN ACCEPTABLE LEVEL OF COMPETENCE.

PAY CHANGE NOTIFICATION

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I CERTIFY THAT THE WORK OF THE ABOVE NAMED EMPLOYEE IS OF AN ACCEPTABLE LEVEL OF COMPETENCE.

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IN ACCORDANCE WITH THE PROJISIONS OF PUBLIC LA B7 T 793 AND DC1 MEYORANDUM DATED 1 AUGUST 1586. SALARY IS ADJUSTED AS MOLLOWS. EFFECTIVE: 14 OCTOBER 1962

FUNDS GREST SALARY

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/S/ EMMETT D. ECHOLS
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# CONFIDENTIAL

FITNESS REPORT	,
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056361 HICKS, Calvin W. 8 Nov 24   M   65-1	
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SECTION 8 QUALIFICATIONS UPDATE	
IF QUALIFICATIONS UPDATE FORM IS BEING SUBMITTED WITH CHANGES, AND IS ATTACHED TO THIS REPORT, PLACE THE WOOD NOT IN THE BOX AT RIGHT	110
SECTION C PERFORMANCE EVALUATION	12 12 1 1 2 2 1
U-Unsatufactory Percentage is anotateptable in raining in the kinegary requires inmediate and possible remarks action. The nature could range from counseling, to further training, to placing on probation, to reassignment or to separation. Describe or processed in Section D.	
M-Mary and Performance is deficient in some espects. The reasons for essigning this eating should be stated in Section D and rem	edial actions
P-Proficient Performance is satisfactory. Desired results are being produced in the manner expected.	
5-Strong Performance is characterized by exceptional profession.	
O-Outstanding Performance is so exceptional in relation to recomments of the work and in comparison to the performance of others a work as to warrant special recognition.	oing similar
SPECIFIC DUTIES	
List up to six of the most important specific duties performed during the rating period. Insert rating fetter which best describes the manner in which a performs EACH specific duty. Corainer CNLY effectiveness in performance of that duty. All employees with supervisory responsibilities MUST be their objects a supervise (universe sumber of employees supervised).	
STEERING LOUIS TO CONTROL DOLO IS THE CLOSEST QUALIFICATION CODE TO DESCRIBE THE NOR	RATING
OF A WATCH OFFICER) Prepares TD disseminations from DDO intel cables and re-	LETTER
leases them to the U.S. Intel Community expediting their delivery by advance	S
electrical transmission when appropriate. Also disseminates certain DIV/D cable	RATING
Reviews intel cables for adherence to established reporting procedures and	LETTER
operational security; when necessary deletes objectionable data from the	
SUPDATA and/or authentication statements.	<u> </u>
After hours grants or denies clearances (in consultation with the responsible	RATING LETTER
area division) for use of DDO information in finished intel publications.	S
SPECIFIC DUTY NO. 4	RATING LETTER
Keeps current on the general and special requirements of both internal and ex-	s
ternal Agency customers particularly when the information involves the security and protection of U.S. and foreign dignituries, hijacking, etc.	·
specific purvino. s Malatains good working relations not only with DDO area divisions	RATING
and staffs but with Signal Center, Cable Secretariat at all levels to expedite	LETTER
the dissemination of significant reports; works closely with DDO Duty Officers	S
and SDOs to keep one another alert to significant events.	RATING
	LETYER .
The first of the second	
OVERALL PERFORMANCE IN CURRENT POSITION	
L'a into account everything about the employee which influences his effectiveness in his current position tach as performance of specific duties, and confusion to the property of the second personal trains or habits, and particular limitations on tolers. Based on your knowledge	RATING LETTER
femoloses's award on to make award the rating period, place the letter in the rating box corresponding to the waterment which most accu-	ا ہ
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SECTION D	· 	NARRATIVE COM	XENTS		<u>`</u>
Indicate significant exempths or weaking					
tragertions waste for improvement of a	ont performin	ce. Give recommendations for tra	mag. Comment on for	reign borguings companying, if require	d leg
ser ent portion. Amplify or enplainte					
estra space is needed to complete Section					• <b>••</b>
During this report	ing.perio	d Mr. Hicks' perfor	mance has con	tinued to be characte	riz
by exceptional profict	iency. T	he record is alread	/ replete of	laudatory comients	
regarding his performa	nce not	only in IW but in p	revious assig	nments. Mr. Hicks is	
retiring from the Agen	cy at th	e end of this year	on a medical	disability.	· -
Since his assignmen	t to IW,	7 1/2 years ago, h	e has had aym	edical hold and	
because of his deep ro	ted moti	vation and strong b	eller in the	Agency's mission, he	· `·
has held on tenacious effective IW officer t	y unchi.	t those veers We	ni on in ad	dition to being a very	
superior manner as a p	aramilit	ary Officer during	the early yea	re of hic carpor	
overseas and in Headqu	arters.		enc carry yea	is of his career,	•
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CLASSIFICATION

SECTION A. GENERAL INFORMATION	
SUPLOYER MINEROL TOWNSHIP CAN AND MARIET TO TO THE OF BIRTHIA SEE S. G.	سنتين لأخيث
OSESEL HICKS, Calvin W. 8 Nov 24 M GS	-13 D
Watch Officer DDO/OPS/INT/IW HQS	10.HQ
CAREER RESERVE CONTRACT OTHER, SINCE TEMPORARY X ANNUAL READSIGN.	SPECIAL
REPORTING PERIOD (POSITION)  14. DATE REPORT DUE IN G.P.  1 Nov 72 - 30 September 73	<del></del>
ECTION 8 QUALIFICATIONS UPDATE	
QUALUICATIONS UPDATE FORM IS BEING SUBMITTED WITH CHANGES AND IS ATTACHED TO THIS REPORT PLACE TO THE BOX TO THE RIGHT. IF NO CHANGES ARE REQUIRED MACE THE WORD "NO" IN THE BOX AT RIG	
ECTION CONTROL PERFORMANCE EVALUATION	,
Performance is unaccociable. A rating in this caregory requires emmediate and positive remedial action. The natural could coings from coordinately. In further making, to placing an probation, to reassignment or to separation. Described or proposed in Section D. and a probation or retainment is deficient in some aspects. The reasons for assigning this rating should be stated in Section D and a taken or retainmented should be described.	e áctión tak
-Proficient Performance is satisfactory. Desired results are being produced in the manner expected.  -Strong Performance is characterized by exceptional proficiency.  -Quistanding Performance is so exceptional in relation to requirements of the work and in comparison to the performance of other	s daing simile
work as he warrant special recognition.	
SPECIFIC DUTIES	· · ·
tup to siz of the most important specific duties performed durling the rating period. Insert rating letter which best describes the manner in which forms EACH specific duty. Consider ONLY effectively is in performance of that duty. All employees with supervisory responsibilities MUST Sign above the supervisory responsibilities MUST Sign above to supervise undecate number of employees supervised).	
f a Watch Officer) Prepares TD disseminations from DDO intel cables and re- eases them to the U.S. Intel Community expediting their delivery by advance	S
lectrical transmission when appropriate. Also disseminates certain DIV/D cable	
eviews intel cables for adherence to established reporting procedures and perational security; when necessary deletes objectionable data from the SUPDAT and/or authentication statements.	S S
representation with the responsible rea division) for use of DDO information in finished intel publications.	RATING
corrective to the general and special requirements of both internal and exernal Agency customers particularly when the information involves the security of protection of U.S. and foreign dignitaries, hijacking, etc.	RATING LETTER
ciric purv No. 8 intains good working relations not only with DDO area divisions and staffs but	
th Signal Center, Cable Secretariat at all levels to expedite the dissemination significant reports; works closely with DDO Duty Officers and SDOs to keep on other alert to significant events.	, -
CIFIC DUTY NO. 6	RATING
OVERALL PERFORMANCE IN CURRENT POSITION	
into account everything about the employee which influences his effectiveness in his current position such as performance of specific duties, justivity, conduct on job, cooperativeness, pertinent personal traits or babin, and particular limitations or talents. Based on your knowledge implayee's averall performance during the rating period, place the latter in the rating box corresponding to the statement which most accompletely reflects his level of performance.	RATING LETTER S NOV 51973

CLASSIFICATION

CLASSIFICATION SECTION D NARRATIVE COMMENTS Indicate Yanificars strengths or weaknesses demonstrated in current position Leeping in proper perspective their relationship to averall perform suggestian's made las improvement of work performance. Dive recommendations for trainings, Comment on foreign language competence, if required for everent position. Amplify of explain fatings given in Section C to provide best basis for determining future personnel action: Manner of techniques managorial of supervisory daties and cast consciousness in the vie of personnels space, equipment, and funds; must be com There has been no change in Mr. Hicks' performance from the last reporting period. It is still characterized by exceptional proficiency. He continues to display initiative resourcefulness and good judgment in the performance of the duties assigned to an IN Mr. Hicks has been with the Intelligence Watch since June 1967. A medical hold has precluded any further overseas assignments and for this reason his tour in IN has been extended until he reaches age 50 (November 1974) at which time he plans to retire under the Agency retirement system. Throughout this period he has continuously applied himsel with diligence and enthusiasm. Even after some protracted sick leave periods he has returned ready to step in and pick up where he left off which is the best proof of his mastery of details and the mechanics of dissemination, as well as his ability to adjust to the stresses and strains resulting from this type of assignment. Since the inception of his IW assignment he has borne the same responsibilities and carried the same burdens as his colleagues in the GS-14 category and continues to perform at this level. For this sustained high-level of performance in 1972 he received a quality step increase in recognition and as proof of the high esteem in which he is held by his superiors. Mr. Hicks' resourcefulness and ability to apply the myriad of reporting skills and techniques has been clearly demonstrated in crisis situations such as the recent Chilean political upheaval and the current Near Eastern crisis. The presence of IN officers such as Mr. Hicks enables the DDO to effect electrical dissemination of the high precedence traffic to the Intelligence Community in a matter of minutes on a 24hour and day basis grounds carries no supervisory responsibilities he gives all indications CERTIFICATION AND COMMENTS BY EMPLOYEE I CERTIFY THAT I HAVE SEEN SECTIONS A, B, C AND D OF THIS REPORT BIGNATURE OF EMPLOYEE 23 October 1973 BY SUPERVISOR MONTHS EMPLOYEE HAS BEEN UNDER MY SUPERVISION if this report has not been shown to employee, give explanation OFFICIAL TITLE OF SUPERVISOR TEPED OR PRINTED NAME AND SIGNATURE C/OPS/INT/IW. 23 October 1973 Procaccino BY REVIEWING OFFICIAL COMMENTS OF REVIEWING OFFICIAL I have observed Mr. Hicks' performance in various capacities over the years and concur with Mr. Procaccino's rating. His contribution to the Intelligence Watch has, I know, been substantial.

CLASSIFICATION

OFFICIAL TITLE OF REVIEWING OFFICIAL

C/OPS/INT

DATE

13 November 1973

TYPED OR PRINTED NAME AND BI

Eloise R. Page

			Care l	alled	(n) .			<u> </u>
,	- 1	FITNESS	REPORT				EMPLOYEE SERIAL	NUMBER
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	iicks	Calvin	ν.	8No	/ 24	M	GS-13 D	
B. CHRICIAL POS			4			ASSIGNMENT	8. CURRENT STATIC	)N′
	Watch Offic	er		DDP	FI/INT/IW	2	HQS	•
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Y CAMEEN	A PESENS	e j	MPCGARY.		INITIAL		REASSIGNMEN	TSUPERVISOR
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M-Marginal		eficientim some ass ended should be de		or assigi	ning this rating s	hould be state	d in Section C and rem	edial actions
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2-Sucre	Performance is a	haracterized by-ex	ceptional proficienc	y.		•	, ,	• 1
C-Cutstanding		o escepțional în rela ne săscial rezos uții		s of the	work and in com	parison to the	performance of others	doing similar
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transmission	transmission when appropriate. Also dissems certain FI/D Cables.						- 1	
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FRE 21 FIG EUTY NO	et laintain	s good work	ing relation	ns n	ot only wi	th COP a	rea divisions	RATING
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oisstimit solupistic	ns or falents. E	Based on your ki	naminosa et amp	loyes'	s overall perf	ormance dur	ing the rating partic	
Noce the letter in	the rating box c	orresponding to I	the statement wh	ich mo	st accurately i	etlocts his l	level of performance	·
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SECTION C	NARRATIVE COMMENT	S (COM)
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16 October 1972	Calvin W.	Hicks
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MONTHS EMPLOYEE HAS BEEN UNDER MY SUPERVISION	IF THIS REPORT HAS NOT BEEN SHOWN TO E	MPLOYEE, GIVE EXPLANATION
38		
DATE	OFFICIAL TITLE OF SUPERVISOR	TYRED OR PRINTED NAME AND SIGNATURE
16 October 1972	C/FI/INT/IW	Joseph A. Procaccino
3.	, BY REVIEWING OFFICIAL	
I can add noth	ning to this evaluation. of Mr. Hicks' work and ch	I share the rater's aracteristics.
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SATE.	POTCIAL TITLE OF HELICHING OFFICIAL	TYPE TO PRINTED NAME AND MENT HE
24 Oct. 1972	C/FI/INT	Thomas F. Thiele
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Reviewed by Cr/SPD/PPH

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SECTION C	HARRATIVE COMMENTS
Indicate significant strengt overall performance. State on foreign language compets busis for determining future in the use of personnel, upo Section C, attach a separate	as of weaknesses demanstrated and rent position keeping in proper perspective their relationship a suggestions mule for Amps (the performance. Give recommendations for training: Commen received the comment of the provide best personnel with a comment of the provide best personnel without the personnel without the constitution of the provide best personnel without the commented on, it applicable. If extra space is needed to complete sheet of paper.
PERIOD . IT IS STIL	HANGE IN MR. HICKS! OVERALL PERFORMANCE FROM THE LAST RATING L CHARACTERIZED BY EXCEPTIONAL PROFICIENCY. HE CONTINUES TO ED, HARD-WORKING AND DEPENDABLE OFFICER.
OFFICERS DOING IDEN IN GRADE GS-15. TH TIME AS MR. HICKS. GRADE HIGHER THAN H	JUNE 1967 HE HAS SERVED ON A ROTATING SCHEDULE WITH SEVEN OTHER TICAL WORK, THREE OF WHOM ARE CURRENTLY IN GRADE GS-14 AND ONE ERE HAVE BEEN AS MANY AS FIVE GS-14 OFFICERS SERVING AT THE SAME HE HAS, THEREFORE, BEEN PERFORMING DUTIES COMMENSURATE WITH A IS PRESENT ONE.  ALITY AND EXTENSIVE KNOWLEDGE OF THE IW OPERATION HAS GAINED HIM
	RESPECT OF NOT ONLY HIS COLLEAGUES BUT ALSO OF THE NUMEROUS DIVI- S WITH WHOM HE DEALS.
HE HAS NO SUPERVISO	RY DUTIES AND IS COST CONSCIOUS.
THERE HAS BEEN FREQ	IENT CONSULTATION WITH MR. HICKS CONCERNING THE PERFORMANCE OF
SECTION D	CERTIFICATION AND COMMENTS
f. , ,	BY EMPLOYEE
	I CERTIFY THAT I HAVE SEEN SECTIONS A, B, AND C OF THIS REPORT
DATE 31 DECEMBER 1970	SIGNATURE OF EMPLOYEE
Z. MONTHS EMPLOYEE HAS BEEN UNDER MY SUPERVISION	BY SUPERVISOR  IF THIS REPORT HAS NOT BEEN SHOWN TO EMPLOYEE, GIVE EXPLANATION
<u>.</u>	
16 MONTHS	
DATE .	OFFICIAL TITLE OF SUPERVISOR TYPED ON PRINTED NAME AND SIGNATURE
31 DECEMBER 1970	
<u>. `</u>	BY REVIEWING OFFICIAL (/ JOSEPH A. PROCACCINO
contact wi	te I am physically separated from this officer and not in daily th him or his work, all secondary evidences are that this is ative but generally accurate evaluation.
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OFFICIAL TITLE OF REVIEWING OFFICIAL C/FI/INT

12 Jan 1971

Thomas F. Thiele

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	EMPLOYEE SERIAL NUMBER				
FITNESS REPORT	056361	 			
SECTION A GENERAL	1				
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HICKS CALVIN W. S NOV. 1924 M.	GS-13 D	18,4			
6. OFFICIAL POSITION TITLE	O CURRENT STATIO	N .			
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9. CHÉCH (X) TYPE OF APPOINTMENT		• • • • • •			
X CAREER HERRYE TRIPONARY THITTAL	HEVESTONMEN	T BUPERVISOR			
CAREEN PROVISIONAL (See Instructions Section C) . X. ANNUAL	REASSIGNMEN	TEMPLOVEE			
SPECIAL (Specify)	<u> </u>				
11. DATE REPORT DUE IN O.P.					
	BER 1969				
SECTION B PERFORMANCE EVALUATION	<u> </u>				
U-Unsatisfactory Performance is unacceptable. A rathing in this category requires immediate and positive remeccould range from counseling, to further training, to placing an probation, to reassignment or lar proposed in Section C.	lial action. The nature of separation: Describe	of the action action taken			
M-Marginal Performance is deficient in some aspects. The reasons for assigning this rating should be stated taken or recommended should be described.	in Section C and rem	idial actions			
P-Proficient Performance is satisfactory. Desired results are being produced in the manner expected.					
S-Strong Performance is characterized by exceptional proficiency.					
O-Quistanding Performance is so exceptional in relation to requirements of the work and in comparison to the work as to warrant special recognition.	performance of others o	loing similar			
SPECIFIC DUTIES					
List up to six of the most important specific dution performed during the rating period. Insert rating letter which best describes the manner in which employee performs EACH specific duty. Consider CNLY effectiveness in performance of that duty. All employees with supervisory responsibilities MUST be rated on their ability to supervise (Indicate number at employees supervised).					
CHARGE BRINGS NOTE: THERE IS NOTHING IN THE CHECK LIST OF FUNCTIONS (CS1-20-24) LETTER					
WHICH ADEQUATELY COVERS MR. HICKS. THE CLOSEST IS REPORTS OFFICER (DD10). HIS SPECIFIC DUTIES ARE:		LEITER			
SPEC. DUTY NO.1 PREPARES TD DISSEMINATIONS FROM CABLED FIELD INFORMATION REPORTS					
BREAGEREE BREEF RELEASES THEM TO U.S. INTELLIGENCE COMMUNITY, EXPED	ITING THEIR .	RATING !			
DELIVERY BY ELECTRICAL TRANSMISSION WHEN APPROPRIATE.		LETTER			
SPEC. DUTY No. 2 RELEASES JEHURRIED CABLES AS DISSEMINATIONS TO INTE	L.COMMUNITY,				
INTERPRETING BROAD FI/D INSTRUCTIONS ON VARIOUS CATEGORIES OF CABLE	S DISSEMINATE	p . P .			
SPECIFIC DUTY NO. 3 CONSULTS WITH AREA DIVISION OFFICERS DURING OFF-DUT	Y HOURS, AS	RATING LETTER			
NECESSARY, TO INSURE ADEQUATE PROTECTION OF SOURCES AND METHODS WIT	H MINIMUM				
IMPAIRMENT TO THE VALUE OF THE INFORMATION REACHING POLICY LEVELS.		5			
PECIFIC DUTY NO. 4 ADVISES AND ASSISTS AREA DIVISION OFFICERS DURING O	FF-DUTY HOURS	RATING LETTER			
IN THE PREPARATION OF TO DISSEMINATIONS BASED ON INFORMATION OTHER	A CONTRACTOR OF THE PARTY OF TH				
TAINED IN INCOMING CABLED FIELD INFORMATION REPORTS.	•	P			
, , , , , , , , , , , , , , , , , , , ,		1 1			
PECIFIC DUTY NO. 5SEEKS AND RESPONDS TO GUIDANCE CONCERNING THE MOST	FFECTIVE	RATING LETTER			
SERVICING OF THE INTEL . COMMUNITY, INCLUDING THE WHITE HOUSE SITUATI	ON ROOM, WITH	[			
CLANDESTINE SERVICE-ACQUIRED INFORMATION AND PROVIDES AFTER-HOURS A	DVICE ON DIS-	1			
SEMINATION POLICY AND PROCEDURES TO THE CS/DO ON REQUEST.		S			
PECIFIC DUTY NO. 6 FACILITATES AND MAINTAINS GOOD WORKING RELATIONS WI	TH CABLE	RATING			
SECRETARIAT AND SIGNAL CENTER AT ALL LEVELS TO EXPEDITE DISSEMINATION	ON OF SIGNI-	LETTER			
CLCANT REPORTS.		S			
A 8 JAH 1570 OVERALL PERFORMANCE IN CURRENT POSITION		J			
OVERALL PERFORMANCE IN CURRENT POSITION		BATING			
ake into account everything about the employee which influences his effectiveness in his current polar ormance of specific duties, productivity, conduct on job, cooperativaness, pertinent personal tra- orticular limitations or talents. Based on your knowledge of employee's averall performance dutin lace the letter in the rating box corresponding to the statement which most accurately reflects his le	its or habits, and ig the rating period,	RATING LETTER S			

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#### SECTION C

#### NARRATOS COMMENTS

bracces significant strengths of madisnesses demanstrated in company of their relationship to exercise significant strengths of madisnesses and their relationship to exercise for the suggestrans made for improvement of made action and of the recomment of the re

NR. HICKS! PERFORMANCE DURING THE 32 MENTHS UNDER MY SUPERVISION HAS CONTINUED AT THE SAME HIGH LEVEL NOTES IN HIS LAST FITTERS REPORTING HE EXERCISES GREAT CARE AND ATTENTION TO THE MULTITUDE OF DETAILS ENTAILED IN THE PROCESSING OF INTEL CABLES. HE MORE WELL UNDER PRESSURE AND IS CONSENTED AND TACTFUL IN DEALING WITH DIVISIONAL PERSONNEL.

HIS TOUR IN IW WILL BE EXTENDED FOR AWETHER TWO YEARS. HIS CONTINUED PRESENCE IN IMMILL BE OF PRESENCE VALUE TO NEW OFFICERS WHO WILL BE JOINING THE INTELLIGENCE WATCH AS OTHERS ARE REASSIGNED OR RETURE.

I STRONGLY RECOMEND THAT HE BE RECOMMEND FOR PROMOTION TO GS-14. THERE IS NO CLESTION THAT HE HAS BEEN PERFORMING AT THIS LEVEL FOR A CONSIDERABLE PERIOD OF TIME.

There has been frequent consultation with Mr. Hicks concerning his performance of his duties. He has no supervisory duties and is cost-conscious.

SECTION D	CERTIFICATION AND COMM	ENTS
1	BY EMPLOYEE	
	Certify that I have seen settions, a, B, an	D C-OF THIS REPORT
JANUARY 1970	SIGNATURE OF EMPLOYEE	
2.	BY SUPERVISOR	
SCHOOL SEMPLOYEE HAS BEEN SCHOOL	IP THIS REPORT HAS NOT BEST SHOWN TO E	MPLOYEE, GIVE EXPLANATION
3½ MO.		
SATE	CHPICIAL TITLE OF SUPERIOR	TYPED OR PRINTED NAME AND SIGNATURE
JANUARY 1970	CHIEF/INTELLISENIE WATCH	pipe Commen
2	BY REVIEWING CEFICIAL	JOSEPH A. PROCACCINO
COMMENTS OF REVIEWING OFFICE.	١. ·	

I do not know Mr. Hicks well having been assigned to the FI staff only a relatively short period of time, plus the fact that direct contacts with officers of the Intelligence Watch are not always frequent owing to their schedules. I would concur however in the rating and marrative comments above in view of my knowledge of the expervisors.

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TITLE OF REVEWING OFFICIAL

TYPED OR PRINTED NAME AND SIGNATURE

20 January 1070

Deputy Chief, FI IN

Saymond Villemarette

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	FITI	LESS REPORT			056361	
SECTION A	1 3.5		NERAL			
I NAME (Los		9 1	' ·	3. SEX	4. GRACE 3. SO	
HICK		N W.	8 NOV. 1924			)
'*•	TTLE		라 : 127 L.4.	SSIGNMENT	HEADQUARTERS	•
WATCH OFFICER	PROLUTIENT		FI/INT/IW	OF REPORT	never contrens	
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· · · · · · · · · · · · · · · · · · ·	MAL (See Instruction		ANNUAL	6	#E 43510WUEN	
SPECIAL (Specify):  SPECIAL (Specify):						
IT. DATE REPORT DUE-II	1.O.P.		12. REPORTING PERI	OD (Frum- 14	<del>&gt;-)</del>	•
			1 Jan 1969	- 12 Aug	1369	5 1
SECTION B	·		E EVALUATION			
W. Week Performance ranges from wholly inadequate to slightly less than satisfactory. A ratios in this category require positive remedial action. The nature of the action could range from counselling to further training, to placing a 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 nor excellence.  Performance is more than satisfactory. Desired results are being produced in a proficient manner.  Section C.  Performance is characterized by exceptional proficiency.					ency nor	
O - <u>Outstanding</u> Perfor others	manco is so except doing similar work	land in relation to rec as to warrant special	recognition.	and in comp	erisen to the perform	nance of
		SPECIF	IC, DUTIES		<del>,                                      </del>	
AND RELEASES THEM TO THE U.S. INTELLIGENCE COMPUNITY FOR THE CLANDESTINE SER-  VICE, EXPEDITING THEIR DELIVERY BY ELECTRICAL TRANSMISSION WHEN APPROPRIATE.					RATING LETTER	
COMMUNITY, INTE	RPRETICH BROA	RRIED CABLES AS AD INSTRUCTIONS	-		•	RATING LETTER
NECESSARY, TO IN	NSURE ADEQUAT		SOURCES AND M	ethods w	HLMINIM HTI	RATING
PECIFIC DUTY NO. 4  ALL  IN THE PREPARATI  CONTAINED IN INC	ION OF TO DIS		ED ON INFORMAT			RATING LETTER
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ROOM, WITH CLAND ADVICE ON DISSEN						S
PECIFIC DUTY NO. 6	CILITATES AN	MAINTAINS GOO	D WORKING RELAT	TIONS WIT	H CABLE	RATING LETTER
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45 1307		LL PERFORMANCE			<del></del>	
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and into tour in the follow	And designations		and according to	HACID DID IV	:	S

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#### NARRATIVE COMMENTS

Indicate significant strength's or meaknesses demanistrated in current position keeping in proper perspective their relationship to averall performance. State suggestions made for improvement of work performance. Give recommendations for training. Comments on foreign language competence, it required for current position. Amplify or explain ratings given in Section B to provide best basis for determining future personnel action. Mannes of performance of managerial or supervisory duties and cost consciousness in the use of personnel, space, equipment and funds, must be commented on, if applicable. If extra space is needed to complete Section G, attach a separate sheet of paper.

MR. HICKS HAS BEEN A WATCH OFFICER IN IW FOR MURE THAN THE BOTHES AND IS A DEPENDABLE AND THOROUGHLY RELIABLE MEMBER OF THE TEAM! HE HAS A FINE OPERATIONAL BACKGROUND AND A KEEN SENSE OF SECURITY. HIS JUDGMENT IS VERY SOUND AND HE FAR EXCEED THE DEMANDS OF HIS POSITION IN THE EXTENT OF HIS COORDINATION WITH THE AREA DIVISIONS ON MATTERS WHERE HE FEELS THAT DIVISION JUDGMENT SHOULD BE BROUGHT TO BEAR ON AN INTELL CABLE. HE IS NETICULOUSLY CORRECT IN HIS APPROACH TO HIS DUTIES AND KNOWS HOW TO BALANCE CUSTOMER NEED FOR ENLIGHTENMENT ON SOURCES TO THE AGENCY'S REQUIREMENTS FOR SOURCE PROTECTION. HE STANDS UP WELL UNDER PRESSURE, IS COOPERATIVE AND CONGENTAL. HE HAS BEEN RECOMMENDED FOR PROMOTION TO GS-14 THREE TIMES DURING HIS TOUR IN IN AND IT IS REGRETTABLE THAT IT HAS NOT BEEN POSSIBLE TO PROMOTE HIM. HIS PERFORMANCE IS SIMILAR TO THAT OF HIS COLLEAGUES WHO ARE IN GRADE GS-14. NEITHER COST CONSCIOUSNESS NOR SUPERVISION IS A FACTOR IN HIS PERFORMANCE.

SECTION D	CERTIFICATION AND COM	AMENTS .
1,	BY EMPLOYEE	· · · · · · · · · · · · · · · · · · ·
	I CERTIFY THAT I HAVE SEEN SECTIONS A, B,	AND C OF THIS REPORT
12 AUGUST 1969	SIGNATURE OF EMPLOYEE	h. Weli
2.	BY SUPERVISOR	
MONTHS EMPLOYEE HAS BEEN UNDER MY SUPERVISION	IF THIS REPORT HAS NOT BEEN SHOWN TO	O EMPLOYEE, GIVE EXPLANATION
21		
DATE	OFFICIAL TITLE OF SUPERVISOR	TYPED OR PRINTED NAME AND SIGNATURE
12 august 1969	CHIEF, FI/INT/IW	ENWARD I TARROLL
3.	BY REVIEWING OFFICIA	
COMMENTS OF REVIEWING OFFICE	IAL	
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DATE	OFFICIAL TITLE OF REVIEWING OFFICIAL	TYPED OR PRINTED NAME AND SIGNATURE
1 8 AUG 1969		Theren
13 August 1969	Chief, FI/INT	T. L. Fever

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		atted, to)			•
			1	MPLOYEE SERIAL N	UÝBER
	FITNESS REPORT	r *		056361	, ,
CCCTION A		15041			
SECTION A	(Luis) (First) (Middle)	VERAL	3. SEX	GRADE 15. 3D	
	HIOKS. Celvin	E 20v - 1924	11	6:43	<b>.</b>
6. OFFICIAL POS		7. OFFIDIVIBRIOF A	SSIGNMENT.	CURRENT STATION	<del></del>
	Astch Officer	AI VIEW IN		lar.	- 
9. CHĘCK (XI TVE	E OF APPOINTMENT	10. CHECK (K) TYPE	OF REPORT	3 2 <u>.</u>	1000
X CAREER	RESERVE	INITIAL	- 1, -1	REASSIGNMENT	ŞUP KRÎVIŞÔ
CAREER-PR	OVISIONAL (See Instructions - Section C)	ANNUAL	<u> </u>	REASSIGNMENT	EMPLOYER
SPECIAL (SI		X SPECIAL (Spec		motion Submiss	ion'
I DATE REPORT	DUE IN O.P.	12. REPORTING PER	, ,	the second second	
SECTION B	PEREMPHANCE	E EVALUATION	1968 = 20	19(9 19(9	· · · · · ·
W - Weak	Performance ranges from wholly inodequate to s		oficers A.		
	positive remedial action. The nature of the acti probation, to reassignment or to separation. D	on could range from c escribe action taken o	òunseling, to or propòsed in	further training, to a Section C.	placing on
A - Adequate	Performance meets all requirements. It is entire excellence.	iy satistactory and i	s, cnaracteriza	o neither by deticie	uch uos
P - Proficient	Performance is more than satisfactory. Desired	results are being pro	dùcad In a pi	oficient manner.	
S - Strong	Performance is characterized by exceptional pro				
O - Outstanding	Performance is so exceptional in relation to req others doing similar work as to warrant special	recognition.	and in compo	ortson to the perform	anco of
<del></del>	SPECIFI	C DUTIES		· · · · · · · · · · · · · · · · · · ·	
anner in which er	ne most important specific duries performed durir aployee performs EACH specific duty. Consider asponsibilities MUST, be rated on their ubility to	ONLY effectiveness	in performan	co of that duty. All	employees
					RATING
community, interpreting broad instructions from TI/D on various categories of cables disseminated.					
PECIFIC DUTY NO	Consults with area dimision of	Moone duning	ore auto	hours so	RATING LETTER
necësperv.	to insure adequate protection of	scinces couring o	ocuty ofhode id:	nours, as th minimum	S
	to the value of the information:			on agrifinas	, 5
PECIFIC DUTY NO	4 Advises and assists area divi	sion officers	during o	ff-duty hours	RATING LETTER
	eration of TD differinations base a incoming cabled field reports.	ed on informati	ion other	than that	P
PECIFIC DUTY NO.	5.0				RATING
	neeve sum technomics to Efficance	concerning th	e most ei	ffective	LETTER
servicing of	the intelligence community, ind	riuding the whi	te ilouse	ituation	S
advice on di	Asndestine Service-acquired info remination policy and procedure	mmuion and president	ovides at	ter-hours	
PECIFIC DUTY NO.					RATING LETTER
Samptonist	Pacilitates and maintains good and Signal Center at all levels	working relat	ions with	repte	
ignificant		to expectte di	sseminati	on of	S
Sur- Franc	<u> </u>	· · · · · · · · · · · · · · · · · · ·	·		
·	OVERALL PERFORMANCE	IN CURRENT PO	SITION	<del></del>	RATING
oke into account a	verything about the employee which influences i	nis effectiveness in h	is current po:	iltion such as per-	LETTER
ormance of specif orticular limitation	ic duties, productivity, conduct on job, cooper is or talents. Based on your knowledge of emp he rating box corresponding to the statement whi	ativenéss, pertinent loyee's óverall perto	personal trai rmance durin	ts or habits, and	s .
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			KOUP I	<u></u>	

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SECTION C	NARRATIVE COM	MENTS
overal performance. State sugget on foreign language competence; of basis for determining future personnel, space, ed. Section C. attach a separate sheet.  No. Hicks has been	trions made for improvement of work per frequired for current position. Amplifi- nited ection. Manner of performance of symmetric and funds; must be commented to paper. In with In for almost 2 years.	ition keeping in proper perspective their relationship to recommendations for training. Comment of comment of training and the second of the s
and a sense of operati sound judgment on diss of problem cases and i	enal security which is of emination matters. He has	serk a fine operational background great assistence in the exercise of an instinct for prompt recognition each to problems of under-enlighten-lax source protection.
He knows how to belance equally important derv	e the customer demand for mis for source protection.	evel headed and sound in his judgments speed and enlightenment against the He stands up well under pressure,
is cooperative and con with whom he is in con		and with the divisional personnel
Neither cost cons	ciousness nor supervision	is a factor in his performance.
		•
	• •	
1		
SECTION D	CERTIFICATION AND C	OMMENTS
1.	BY EMPLOYEE	
) CE	RTIFY THAT I HAVE SEEN SECTIONS A.	B. AND C OF THIS REPORT
DATE	SIGNATURE OF EMPLOYEE	
28 March 1060	1	
MONTHS EMPLOYEE HAS BEEN	BY SUPERVISOR	
UNDER MY SUPERVISION		TO CON LOTEL, GIVE CAN CAMATION
16		•
DATE	OFFICIAL TITLE OF SUPERVISOR	TYPED OR PRINTED NAME AND SIGNATURE
25 March 1969	Chief. FI/IM/IN	Eines Konnel
at Parch 1:04	BY REVIEWING OFFIC	TAL
DIMENTS OF REVIEWING OFFICIAL		
T conmin in th	ic wannet nuiwamilw on the	basis of my confidence in the
indement of the sime	erwisor as I have hed no	opportunity to evaluate closely
the performance of	individual officers in the	Intelligence Tatch. Such direct
contacts as I have	had with Mr. Hicks have to	nded to confirm the overall rating
of "Strong." I am	satisfied that he is perfo	rming at the GS-14 level.
	1	20.01
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	,	
ATE	OFFICIAL TITLE OF REVIEWING OFFICE	TYPED CR PRINTED NAME AND SIGNATURE
29 March 1060	Chief, FI/INT	T. L. Beyer

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SECTION A			. ,		<u> </u>	GEI	IERA	L		<u> </u>		,
TI'NAME'	(Lei	(i)	· (Firet,	)	(M'dd		<del></del>	TE OF BIRTH	3. SEX	4. GRADE	9. 30	N
HICKS			CALVIN		W.		S 1	VOV. 24	м	GS-13	D.	
8. OFFICIAL POS			.,	• • •		: .:	7. 0		A'SSIG NME		TSTATI	ON
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II. DATE REPORT	OUE	N O.P.			٠, , ,		12. R	EPORTING PER	HOD (From	r to-)		13
30 NO	V 19	71:-		۰۰			<u></u>	1 JAN - 3	1 OCT	1971		<u>'                                    </u>
SECTION B	·· · · ·		<u> </u>		PERFOR	RMANC	E EV	ALUATION	. ,			
U-Unsatisfactory	could	rmance is u range from oposed in S	n counseling	. A rai	ting in this ther traini	eategory ng, to pla	require	es immédiate and probation, to re	l positive re lassignment	imedial action. To or to separation	he nature Describ	e action taken
M-Marginal			eficient in so ended should			reasons fo	e atug	ning this rating-s	hould be sh	ated in Section	C and rer	medial actions
P-Proficient	Perfo	mance is so	atisfactory, C	esired	results are	being pr	oduced	in the manner ex	pected.			
S-Strong	Perfo	mance is c	haracterized	by ex	ceptional 'p	proficienc	<b>i.</b>			-		
O-Outstanding						quirement	of the	work and in com	parison to 1	the performance	of others	doing similar.
	work	ss to warra	nt special re	ogniti								
			<del> </del>	<u></u>	- 3	PECIFI	C DU	TIES		<del> </del>	·	<del></del>
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***********												RATING LETTER
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TIONS IN A M	MINE	R DENIE	D BY	)155	EMINAT	TON CO	NTRO	XLS.	•			5
PECIFIC DUTY NO	. 6							Ta= 4				RATING
	1-0							OT ONLY W				LETTER
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TO KEEP ONE	WAOTE	EK.ALE						URRENT PO	MULIS		<del>`</del>	_15
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Take into account formance of speci- particular limitatio place the letter in	fic dut ns of to the rati	ies, prod plents. B ing box co	uctivity, c iased on y	onduc our ki	t on job nowledge	of emp	nevite lévee	oss, pertinent s overall perf	personal ormance d	traits or habituring the rati	rs, and ng perio	od, c
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I	SECTION C	NARRATIVE COMMENTS
ı	Indicate significant strengths or	reaknesses demonstrated in current position keeping in proper perspective their relationship nations made for improvement of work performance. Give recommendations for training. Commen
1	on foreign language competence, i	frequired for current position.' Amplify or exclain ratings given in Section B to provide best
ı	in the use of personnel, space, eq	inel action. Manner of performance of managerial or supervisory duties and cost consciousness ulpment and lynds, must be commended on; it applicable. It extra space is needed to complete
	Section C, attach a separate sheet	of poper MR; HICKS CONTINUES TO TURN IN AN EXCELLENT ALL AROUND
	PERFORMANCE. HE EXERC	ÎSES A VERY HÎĞH DEĞREE OF PROFESSIONAL JÜDGMENT IN CARRYING OU
	HIS DUTIES. HE IS ALE	RT, CONSCIENTIOUS, STRONG-WILLED AND STRAIGHTFORWARD BUT VERY
ı		TH PEOPLE OF ALL LEVELS.
I	MB HICKE HAS BEEN MOS	TANT AWARENESS THAT CS REPORTS MAY FALL IN UNAUTHORIZED HANDS; TEFFECTIVE IN MAINTAINING SECURITY DISCIPLINE IN THE REVIEW
İ	"OF THE INTEL CARLES D	ARTICULARLY THE AUTHENTICATION STATEMENTS TO INSURE THAT ANY DA
ŀ	WHICH MAY PRESENT A SE	CURITY HAZARD TO THE SOURCE, IS OMITTED FROM THE DISSEMINATION
ı	OF THE INFORMATION.	CONTITUTE TO THE SOUNCE, IS GREETED TROP THE DISSEPTION
ı	MR. HICKS HAS BEEN	WITH THE INTELLIGENCE WATCH SINCE JUNE 1967. HIS OVERALL PER-
İ	FORMANCE HAS BEEN CONS	ISTENTLY CHARACTERIZED BY EXCEPTIONAL PROFICIENCY. HE HAS FOR
l		FORMING DUTIES COMMENSURATE WITH A GRADE HIGHER THAN HIS PRESEN
		RT SHOULD BE MADE TO PROMOTE HIM TO A GS-14. HE HAS BEEN PUT
l		INTELLIGENCE WATCH OFFICER SINCE 1968.
		ENT AND REASSIGNMENT OF SEVERAL IN OFFICERS, BY NEXT YEAR, HE
		WITH THE MOST CONTINUITY ON THE JOB. THIS WILL BE A GREAT ASSE TO THE NEWER OFFICERS WHO WILL PROFIT FROM HIS EXPERIENCE.
		THESS REPORT IS A RECENTLY PREPARED POSITION DESCRIPTION OF AN
	IW OFFICER WHICH CHARAC	TERIZES MR. HICKS IN EVERY RESPECT. THIS DESCRIPTION SHOULD
		ATE THE IMPORTANCE THAT THE DDP ATTACHES TO THE FUNCTION AND
		OFFICERS AS WELL AS THE SCOPE AND COMPLEXITY OF THE WORK.
•	IT IS NOT EASY TO FI	ND SUITABLE OFFICERS TO SERVE IN IW. IT CALLS FOR INDIVIDUALS
		D, WITH MATURITY OF JUDGMENT, TEMPERAMENT, MANNER AND BEARING
		OF SHIFT WORK, AND ABOVE ALL TO MAINTAIN CORDIAL RELATIONS
:	SECTION D	CERTIFICATION AND COMMENTS SEE ATTACHED PAGE
	i	BY EMPLOYEE RTIFY THAT I HAVE SEEN SECTIONS A. B. AND C OF THIS REPORT
ī	DATE	
	28 Oct. 1971	Lalvin W. Hicks Calvin N. Stick
4	2.	BY SUPERVISOR
•	MONTHS EMPLOYEE HAS BEEN UNDER MY SUPERVISION	IF THIS REPORT HAS NOT BEEN SHOWN TO EMPLOYEE, GIVE EXPLANATION
	26	

COMMENTS OF REVIEWING OFFICIAL

I fully endorse the ratings and the narrative. We shall continue to try to promote Mr. Hicks in recognition of his ability and of his service.

C/FI/INT/IW
BY REVIEWING OFFICIAL

DAYE 29087 C/F//Brd SECRET CALVIN HICKS, SECTION C CONTINUED

WITH PEOPLE AT ALL LEVELS IN EXPEDITING THE DISSEMINATION OF INTEL CABLES ON A 24-HOUR BASIS.

THE ASSIGNMENT CARRIES NO SUPERVISORY RESPONSIBILITIES AND DOES NOT REQUIRE ANY SIGNIFICANT DEMONSTRATION OF COST CONSCIOUSNESS.

THERE ASSIGNMENT OF THE CONSULTATIONS WITH MR. HICKS CONCERNING THE PERFORMANCE OF HIS DUTIES.

CHIEF/INTELLIGENCE WATCH

	LKE I [[Ted:In]	
	EMPLOYEE SERIAL N	NJEN
FITNESS REPORT	056361	
	NERAL	<u> </u>
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	1 DECD48ER 1967-24 OCTOBER 1968	
SECTION B PERFORMANCE	E EVALUATION	
positive remedial action. The nature of the acti probation, to reassignment or to separation. D	ilightly less than satisfactory. A rating in this categor ion.could range from counsaling, to further training, to escribe action taken or proposed in Section C. ely satisfactory and is characterized neither by deficie	placing on
excellence.		,
	results are being produced in a proficient manner.	•
S'- Strong Performance is characterized by exceptional pro	·	
other's doing similar work as to warrant special	<u> </u>	ance of
SPECIFI	C DUTIES.	
List up to six of the most important specific duties performed during manner in which employee performs EACH specific duty. Consider with supervisory responsibilities MUST be rated on their ability to	ONLY affectiveness in performance of that duty. All	
SPECIFIC DUTY NO. 1 PREPARES TO DESEMENATIONS FR	OM CABLED FIELD INFORMATION REPORTS	RATING LETTER
AND RELEASES THEM TO THE U.S. INTELLIGENCE ICES, EXPEDITING THEIR DELIVERY BY ELECTRICAL	COMMUNITY FOR THE CLANDESTINE SERV-	်
SPECIFIC DUTY NO. 2 RELEASES JBHURRIED CABLES AS I	DISSEMINATIONS TO THE INTELLIGENCE	RATING LETTER
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SPECIFIC DUTY, NO. 3	<u> </u>	RATING
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	SION OFFICERS DURING OFF-DUTY HOURS	RATING LETTER
IN THE PREPARATION OF TD DISSEMINATIONS BASE	D ON THEORMATION OTHER THAN THAT	Р
CONTAINED IN INCOMING CABLED FIELD REPORTS.	·	
PECIFIC DUTY NO. 8 SEEKS AND RESPONDS TO GUIDANCE ICING OF THE INTELLIGENCE COMMUNITY, INCLUDI	CONCERNING THE MOST EFFECTIVE SERV-	RATING LETTER
WITH CLANDESTINE SERVICES-ACQUIRED INFORMATI		s
ON DISSEMINATION POLICY AND PROCEDURES TO TH		<u> </u>
PECIFIC DUTY NO. 6	0, 0, ,,,,,,,,,,,,,,,,,,,,,,,,,	RATING
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ake into account everything about the employee which influences hermance of specific duties, productivity, conduct on job, cooperaticular limitations or talents. Based on your knowledge of employee the letter in the rating box corresponding to the statement whi	ativeness, pertinent personal traits or habits, and layee's averall performance during the rating period,	S
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#### SECTION C

#### NARRATIVE COMMENTS

Indicate significant strengths or weaknesses demonstrated in custent position harping in proper perspective their relationship to overall performance. State nuggestions made for improvement of work performance. Give recommendations for training. Comment on foreign language competence, if required for current position. Amplify or explain rollings given in Section B to provide best basis for determining future personnel action. Manner of performance of monagerial or supervisory duries and cost consciousness in the use of personnel space, equipment and funds, must be commented on it applicable. He erra space is needed to complete Section C, attach a separate shoet of paper.

Nov 7 1 41 PH '68

Mr. HICKS HAS COMPLETED HIS APPRENTICESHIP AND ADVANCED BY GRADUAL STAGES FROM ADEQUATE TO PROFICIENT TO THE POINT WHERE HIS OVERALL MARRONANCE HUST BE DESCRIBED. AS STRONG HE BRINGS TO HIS WORK A FINE OPERATIONAL AND PARAMILITARY BACKGROUND AND HE HAS ADJUSTED QUICKLY AND EFFECTIVELY FROM THE OUTDOOR ACTIVE LIFE TO THE DIF-DISSEMINATIONS WHICH OFTEN INVOLVE TWO OR MORE AREA DIVISIONS. HE IS ALERT TO OFE-RATIONAL DETAILS WHICH OCCASIONALLY SLIP, INTO THE INTELLIGENCE PORTIONS OF CABLED TRAFFIC. Mr. HICKS IS A REAL PROFESSIONAL IN THE BEST, SENSE OF THE WORD. HE IS CAREFUL, THOROUGH, AND VERY PERSISTENT IN MAKING CERTAIN THAT INTELLIGENCE IS HANDLED CORRECTLY. HE IS COURTEOUS AND PATIENT IN DEALING WITH PEOPLE. HE STANDS UP WELL UNDER PRESSURE AND IS COMPLETELY DEPENDABLE.

NEITHER COST CONSCIOUSNESS NOR SUPERVISORY RESPONSIBILITIES IS INVOLVED IN MR. HICKS PRESENT POSITION.

	ON D	CERTIFICATION AND COMM	ENT\$
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#### SECTION C NARRATIVE COMMENTS

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Section C. attach a separate sheet of paper.

Min. HICKS TENURE IN IM-HAS BEEN TOTALLY AREAL EVALUATION OF HIS PERSONANCE. Normally, AN EXPERIENCED OFFICE. REQUIRES THREE MONTHS ON-THE-JOB TRAINING.

PLUS ABOUT THE SAME AMOUNT OF TIME ON SHIFT BEFORE HE IS READY TO COPE, WITHOUT STRONG.

SUPPORT OR SUPERVISION, WITH ALL THE PROSESMS USEN BELLE WITH THIS ASSIGNMENT. MR. HICKS JOINED THE UNIT ON 5 JUNE, COMPLETED A SHORTENED OUT PERIOD AND HAS BEEN ON SHIFT ONLY SINCE LATE SUMMER. HE HAS APPLIED HIMSELF WITH DILIGENCE TO LEARNING THE PRINCIPLES AND TECHNIQUES OF TO DISSEMINATIONS FROM CABLED FIELD INFORMATION REPORTS. ALTHOUGH EXPERIENCED OPERATIONALLY, HE HAS QUITE NATURALLY LACKED THE DETAILED KNOWLEDGE THAT THIS JOB REQUIRES. HE HAS MADE VERY GRATIFYING PROGRESS, BUT HE STILL MUST MASTER KNOWLEDGE IN DEPTH PECULIAR TO THE IW FUNCTION; WHILE I HAVE NO DOUBTS THAT HE CAN HANDLE ROUTINE DISSEMINATION MATTERS WITHOUT MUCH DIFFICULTY, AND SOME "PROBLEM" DIS-SEMINATION CASES, HE HAS YET TO MEET A REAL CRISIS SITUATION WHEN HE IS ON DUTY BY HIM SELF. I THINK HE HAS MOVED FROM ADEQUACY OF PERFORMANCE TO PROFICIENCY--IT BEING VERY DIFFICULT TO DRAW A LINE BETWEEN THE TWO--AND HE IS LARGELY BEYOND THE POINT WHERE HE NEEDS CLOSE SUPERVISION. HE WILL PROBABLY BE A STRONG OFFICER GIVEN TIME. HE HAS ADAPTED WELL TO THE PRESSURES OF THIS ASSIGNMENT AND APPEARS TO HAVE THE PHYSICAL AND MENTAL STAMINA TO WITHSTAND ITS RIGORS. HE IS EXTREMELY CONSCIENTIOUS AND VERY ACCOM-MODATING IN ACCEPTING SCHEDULE CHANGES RECESSITATED BY THE LELNESS OR ABSENCE OF HIS FELLOW OFFICERS. HE GETS ALONG WELL WITH CABLE SECRETARIAT PERSONNEL, WITH WHOM IN MUST WORK VERY CLOSELY, BECAUSE OF AN OUTGOING AND FRIENDLY PERSONALITY. HE RESPONDS WELL TO DIRECTION. I AM SURE THAT HIS COOPERATIVE ATTITUDE HAS CONTRIBUTED TO THE SMOOTH OPERATION OF THE OFFICE. THIS ASSIGNMENT CARRIES NO SUPERVISORY RESPONSIBILITIE AND DOES NOT REQUIRE ANY SIGNIFICANT DEMONSTRATION OF COST CONSCIOUSNESS.

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3.	BY REVIEWING OFF	ICIAL RICHARD A. FULLER
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WALLACE R. DEUEL

### CONFIDENTIAL (When filled in)

## TRAINING REPORT

(3-69)

MANAGERIAL GRID SEMINAR (50 hours)

DATES: 2-7 February 1969

Student

Calvin W. Hicks

Year of Birth: 1924

Service Designation:

Grade

No. of Students

ECD Date :

July 1958

#### COURSE OBJECTIVES AND METHOD

Course objectives are to aid participants to: learn the managerial theories contained in the Grid; understand their personal managerial styles in Grid terms; evaluate convictions about managerial values; develop team action skills; increase candidness of communication; strengthen the use of critique for problem-solving and learning; and acquire an appreciation of Organization Culture and Development.

The method of learning offers a challenge to all participants regardless of level or experience. A Grid Seminar is not "taught" in the usual sense. In Grid teams, participants solve complex management problems. Cbjective solutions are made available. Individual and team performance is repeatedly assessed. Various measuring instruments are used to evaluate effectiveness.

Critique sessions assist each participant to understand how he might change his own behavior to increase his problem-solving effectiveness. Thus managers are not told the best way to manage, but they learn by convincing themselves.

About twenty to thirty hours of study are completed as prework. Insights gained are deepened and personalized during the intensive 50-hour Seminar.

### ACHIEVEMENT RECORD

This is a certificate of attendance only. No attempt was made to evaluate student achievement in this course.

FOR THE DIRECTOR OF TRAINING:

CONFIDENTIAL (When filled in)

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#### SECTION

#### NARRATIVE COMMENTS

Media significant strengths of weaknesses demonstrated in current position keeping in proper perspective, their relation ship to overall performance. Give recommendations for training. Comment on foreign language competence, it required for current position. Amplify or explain ratings given in Section B to provide best basis for determining future personnel action. Maniner of performance of managerial or supervisory duttes and consciousness in the use of personnel, space, equipment and lynds, must be commented on, it applicable. If extra space is needed to complete Section C, attach a separate sheet of paper.

NOTE: This report covers the period from 10 August 1960 to 7 15 January 1967 during which time Mr. Hicks worked of The Colombia Desk. This report is being submitted because of reassignment of the rating officer.

Although Mr. Hicks is an experienced officer with strong qualifications and abilities, it should be noted that some aspects of his present job were a new experience for him, since his past experience has been entirely in the PM field. However, Mr. Hicks adapted well and quickly to the new environment, showed a great deal of initiative and resourcefulness in familiarizing himself with the work, and by bringing sound operational and administrative experience to bear, carried out his duties in a thoroughly competent manner. He demonstrated uncommon ability to organize his work, anticipate problems or requirements, and take effective action promptly. In dealings with his associates he exercised a good balance of persuasiveness and friendliness which paid dividends in terms of getting a job done. He can be relied on absolutely to carry out a given task promptly and well.

I would welcome any occasion which permitted Mr. Nicks to work with me again.

SECTION D	CERTIFICATION AND CO	DMMENTS
1.	BY EMPLOYEE	
- 1	CERTIFY THAT I HAVE SEEN SECTIONS A. I	B, AND C OF THIS REPORT
DATE 19 jun 1967	Calvin W. Hicks	Calic washing
2	BY SUPERVISOR	
MONTHS EMPLOYEE HAS BEEN UNDER MY SUPERVISION	IF THIS REPORT HAS NOT BEEN SHOWN	TO EMPLOYEE, GIVE EXPLANATION
<b>4</b> 5		
DATE .	OFFICIAL TITLE OF SUPERVISOR	TYPED OR PRINTED NAME AND SIGNATURE
17 Jan. 67	Chief, WH/3/C	David Smock
3. //	BY REVIEWING OFFIC	
COUMENTS OF DEVIEWING OFFICE	1 A J	······································

Mr. Hicks is a mature and thoughtful individual who made the switch from PM to FI activities at his own volition. He was originally scheduled for a field assignment to a WH Station in the fall of 1966, but for medical reasons will probably be staying at Headquarters for some time. While this restriction may limit his ability to get that feel for FI field operations which a Headquarters desk officer should have, he has previous field experience in a PM capacity to compensate for this.

24 January 1967 Deputy Chief, WH/3 Jonathan G. Hanke

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		-1-	FITNE	SS REPORT			,	EMPLOYEE SERIAL	NUMBER
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or disapp	rov	al.				'	•		
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NAPPATIVE COMMENTS. SECTION C Indicate significant strengths or weaknesses demonstrated in current position Meping in proper perspective their relationship to overall performance. State suggestions made for improvement of work performance, Give recommendations for training. Command on foreign language competence, if required for current position. Amplify or explain ratings given in Section B to provide best basis for defermining future personnel action. Manner of performance of managerial or supervisory duties must be described, if applicable. NOTE: Subject spent full time on Spanish language training from 1 Sept through 21 December 1965. MAIL ROOM NOTE: The difference in the letter rating between this report and the preceding fitness report does not reflect in any way on Subject's performance but is due rather to a different rating scale used by the originators. Subject turned in an excellent all-around performance as Chief of the Headquarters Paramilitary Section supporting Miami Station operation He strives hard to do a good job and is most anxious to please his He is aggressive and conscientious in carrying out his functions; strong-willed and persistent in seeking to achieve his goals; straightforward but pleasant in dealing with colleagues and other Government officials; determined in resisting encroachments in his area of authority: and finally he is motivated by strong patriotic ideals. He is well-informed and competent in paramilitary operations with a particular gift for ferreting out technical improvements and innovations, and bringing them to bear on operations. Finally, Subject adapts smoothly and efficiently to operational and policy changes affecting his programs. (see Continuation Sheet) SECTION D CERTIFICATION AND COMMENTS 21 EMPLOYEE I CERTIFY THAT I HAVE SEEN SECTIONS A, B, AND C OF THIS REPORT BY SUPERVISOR F THIS REPORT HAS NOT BEEN SHOWN TO EMPLOYEE, GIVE EXPLANATION MONTHS EMPLOYEE. HAS BEEN UNDER MY SUPERVISION OFFICIAL TITLE OF SUPERVISOR Walter T/CANKELL 28 January 1966 C/WH/C/MO. BY REVIEWING OFFICIAL COMMENTS OF REVIEWING OFFICIAL This officer is serious, hard working and dependable. Through a pleasant personality he commands the respect of his co-workers. Mr. Hicks is an unusually well qualified and competent officer, and is especially effective in the paramilitary field.

SECRET

John T. Flynn

OFFICIAL TITLE OF REVIEWING OFFICIAL

ADC/WH/C

28 January 1966

Continuation Sheet

FITNESS REPORT

HICKS, Calvin

Section C (continued)

Subject has no significant weaknesses although there is still some room for improvement in making concise oral and written presentations. On every occasion, Subject has proven to be sound and wise in considering costs.

MAIL ECCH

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HICKS, Calvin W.	. 1	iov 24	M	13	` <u>;</u>	D
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P - Proficient Performance is more than satisfactory. Desired	d results	are being pro	duced in a	proficient man	ner	
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SECTIONIC

#### NARRATIVE COMMENTS

Indicate significant strengths or weaknesses demonstrated in current position keeping in process as spective their relationship to overall performance. State suggestions made for improvement of work performance. Give recommendations for training. Common on foreign language competence, if required for current position. Amplify or explain rating of their infraction of special best, basis, for determining future personnel action. Manner of performance of managerial or supervises and manually to sessible, if

MAIL BUOM

Mr. Hicks' primary responsibility has been to provide Headquarters support and guidance for the PM activities directed by the Miami Station against the Cuban target. Mr. Hicks has shown a high degree of professional judgment in carrying out his duties, and his judgment is respected by senior officials who are required to submit the PM programs for high-level approval. During operational phases of the PM programs, Mr. Hicks is frequently required to be on call to act on emergency situations on a 24-hour basis. He has accepted this responsibility willingly. He has consistently taken the initiative in investigating technical developments which might provide assistance to the Station in the conduct of PM operations. He now supervises two professional and two clerical employees in his Section and runs his unit smoothly with no discernible friction. He does a good job of briefing and indoctrinating junior officers. While his experience has been predominantly in the PM field, he has acquired FI experience in the last two years because of the unique nature of Cuban PM (FI) operations. In his consideration of budgetary matters, he has demonstrated an understanding of the need to curtail expenses. where feasible. I would be glad to have Mr. Hicks work with me at any future time.

	•
CERTIFICATION AND COM	ENTS
BY EMPLOYEE	
CERTIFY THAT I HAVE SEEN SECTIONS A. B. AN	D C OF THIS REPORT
CERTIFICATION AND COMMENTS  BY EMPLOYEE  I CERTIFY THAT I HAVE SEEN SECTIONS A, B, AND C OF THIS REPORT  SIGNATURE OF EMPLOYEE  BY SUPERVISOR  OF THIS REPORT HAS MOT BEEN SHOWN TO EMPLOYEE, GIVE EXPLANATION  24  THE COPPICIAL TITLE OF SUPERVISOR  Chief, WH/SA,  Miami Operations Branch  BY REVIEWING OFFICIAL  MMENTS OF REVIEWING OFFICIAL	
BY SUPERVISOR	
IF THIS REPORT HAS NOT SEEN SHOWN TO E	MPLOYEE, GIVE EXPLANATION
	•
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Chief, WH/SA,	1 64-1 1 14 45
Miami Operations Branch	John S. Tilton
BY REVIEWING OFFICIAL	
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	BY EMPLOYEE  CERTIFY THAT I HAVE SEEN SECTIONS A. B. AV  SIGNATURE OF EMPLOYEE  BY SUPERVISOR  OF THIS REPORT HAS NOT SEEN SHOWN TO E  OFFICIAL TITLE OF SUPERVISOR  Chief, WH/SA,  Miami Operations Branch  BY REVIEWING OFFICIAL

Concur. Though I have reservations as to characterizing this officer as "Strong," (in point of intrinsic ability when compared to others who are clearly strong performers) such reservations are vague and impressionistic and not related to the actual performance and period to which this report is addressed.

15 February 1965 Under Deputy Chief, WH(SA)

$M_{II}$		EMPLOYEE SERIAL N	UMBER
TITNESS REPORT		056361	
SECTION A G	ENERAL		•
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HICKS CALVIN W.	3 Nov 1924 M	GS-13 D	
6. OFFICIAL POSITION TITLE	7. GFF/DIV/BR OF ASSIGNMEN	. CURRENT STATION	<del></del>
OPS OFFICER	DDP/SAS	Washington,	D. C.
9. CHECK (X) TYPE OF APPOINTMENT	10. CHECK (X) TYPE OF REPO	17	
CARCER RESERVE TEMPORARY	INITIAL	REASSIGNMENT	SUPERVISE
CARELN-PROVISIONAL (See Instructions - Section C)	X ANNUAL	REASSIGNMENT	EMPLOYER
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11 DATE REPORT DUE IN C.P. 31 JANUARY 1964	12. REPORTING PERIOD (From-		1963
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P - Proficient Performance is more than satisfactory. Desir		proficient manner.	•
5 - Strong Performance is characterized by exceptional O - Quistanding Performance is so exceptional in relation to i	requirements of the work and in co	mparison to the perform	anca of
others doing similar work as to warrant speci		·	
Date C	it ic policy		
List up to six of the most important specific duties performed di manner in which employee performs EACH specific duty. Consi- with supervisory responsibilities MUST be rated on their ability	der CHLY effectiveness in perform	ance of that duty. All	
Chief, PM Section, Miami Operation	s Branch of DDP/SAS	and Senior	RATING
Headquarters Case Officer for FM O	perations conducted	against	S
target country.	DE 28 DG1	<u>U</u>	
PECIFIC DUTY NO. 2		*	RATING
Provision of operational guidance	to field.	, a, -	S
		· · · · · · · · · · · · · · · · · · ·	<u>.</u>
PECIFIC DUTY NO. 3	* .		RATING
Review and comment on operational $\mu$	plans submitted by	station.	0
	4° 51	•	İ
PECIFIC DUTY NO.4 Insuring that necessary training, 1	logistics and techn	ical support	RATING
are provided for conduct of PM open			s
	actons against the	carget	ی ا
country.		· · · · · · · · · · · · · · · · · · ·	
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	,		
PECIFIC DUTY NO. 8		-	RATING
		·	
OVER LE DEPERSON	CE IN CHORENE POSTERO	. 4.	<u> </u>
OVERALL PERFORMAN	CE IN CURRENT POSITION		
ake into account everything about the employee which influence ormance of specific duties, productivity, conduct on job, contributed on your knowledge of ealers, the letter in the young box corresponding to the statement	perativeness, pertinent personal : mployée's overall performance du	raits or habits, and ring the rating period,	RATING LETTER
1 0 MAR 1964	mure most accreaisty tellecis vis	ievel of performance.	-

SECTION C NARRATIVE COMMENTS

applicable.

SECTION D

Indicate significant sweigths or weaknesse's demonstrated in current position keeping in proper personal their relationship overall performance. Stare suggestions made for improvement of work performance, Give recommendations for treining. Common language commendations for treining. Common in foreign language commender, if required for current position. Amplify or explain ratings given in Section B to provide best basis for defermining some personnel action. Manner of performance of managerial or supervisory duties must be described, it e ationship to defermining there personnel action. Manner of performance of managerial or supervisory duties must be described, if

Mr. Hicks' personal experience and long association with paramilitary operations give him high competence in this type of activity. Personnel who have official business with Mr. Ricks respect his knowledge and ability in this field. He assumes responsibility and can be counted on to get a job done with minimum supervision. When required, he works irregular hours without complaint. His review of operational plans submitted by the field is prompt, complete and professional. Mr. Hicks exerts maximum economy in the use of funds, equipment and personnel. He is consistently cooperative, even tempered and patient in the face of frustrations inherent in this type of work. He has established an excellent working relationship with his opposite numbers in the field.

1.			BY EMPLOYEE	
`		1 C	ERTIFY THAT I HAVE SEEN SECTIONS A, B	, AND C OF THIS REPORT
DAYE	4 March	1964	SIGNATURE OF EMPLOYEE	Le Stale
2.			BY, SUPERVISOR	
	EMPLOTEE HAS B	EEN	IF THIS REPORT HAS NOT BEEN SHOWN	TO EMPLOYEE, GIVE EXPLANATION
	12			
DATE			OFFICIAL TITLE OF SUPERVISOR	TYPED OR PRINTED NAME AND SIGNATURE
	4 March	1964	DC/SAS/MOB	Jønn S. Tilton
3.			BY REVIEWING OFFICE	AL
	I concur	in t	he above comments and r	ating.
DATE 5	March 1984	<del></del>	OFFICIAL TITLE OF REVIEWING OFFICIA  C/SAS/MOB	TOTA Arthur A. Maloney
	<del></del>			

CERTIFICATION AND COMMENTS

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8. OFFICIAL MOSITION TITLE			7. 0	4	ASSIGNMENT		
Ops. Officer	ENT			Tosk Forc		Washington	1, D.O.
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Prepares requirements and other support req							
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#### SECTION

#### NARRATIVE COMMENTS

Indicate significant strengths or weaknesses demonstrated in current position keeping in proper perspective their relationship to overall performance. Since 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. Mannet of performance of managerial or supervisory duties must be described, if applicable.

Mr. Hicks has an exceptional knowledge of and experience with the problems involved in the conduct and support of covert PM operations. He has shown a high degree of initiative in providing the training and other support required and in preparing material for staff presentation to higher echelons. His attention to detail is a strength in accomplishing his duties but he must try harder to overcome a tendency for too much detail in his staff communications, oral and written. His written work in particular shows a weakness in synthesizing which it is believed could be overcome by available courses of training. Mr. Hicks has also reached the point where he must broaden his outlook as to the wider political and operational implications of PM operations. To this end, it is intended that Mr. Hicks will attend the Inter-Agency Counterinsurgency Course in the near future. Under an experienced Chief of Operations, Mr. Hicks could handle PM operations at most Field Stations; in a major operation such as Viet Nam or Cuba, he could adequately handle a large segment such as PM Training, the handling of a large indigenous group, or the duties of Chief/PM Operations or Deputy Chief, PM. He would be a definite asset, in the field or at Mgs., in any type of task force operations.

SECTION D	CERTIFICATION AND CO	MMENTS										
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# TRAINING REPORT

Clandestine Services Review No. 39 - 15 February 1963 (64 hours, full-time) : . . Calvin W. Hicks Student Service Designation: 1924 Year of Birth: No. of Students GS-13 Grade Aug 1950 EOD Date

COURSE OBJECTIVES - CONTENT AND METHODS.

This course aims to develor in the Clandestine Services officers. and others recently returned from the field an un-te-date avareness of the role of CIA in the United States intelligence community, the relations of the DDI and DDR areas with the CS, and the support available from the offices of the DDS.

The course is presented by lectures given by CIA officials who are directly responsible for the missions, functions, programs, and services discussed. Each lecture is usually followed by a short question period. Approximately 10 per cent of the students' time is scheduled for reading pertinent up-to-date regulations and background summaries.

ACHIEVEMENT RECORD

This is a certificate of attendance only; no attempt was made to evaluate student achievement in the course.

FOR THE DIRECTOR OF TRAINING:

Augustus F. Schermerhern

Chief Instructor

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CTION E		
		OF JOB PERFORMANCE

Stress strengths and weaknesses demonstrated in current position. Indicate suggestions made to employee for improvement of his work. Give recommendations for his training. Describe, if appropriate, his potential for development and for assuming greater responsibilities. Amplify or explain, if appropriate, ratings given in SECTIONS B, C, and D to provide the best basis for determining future personnel cotions.

Mr. Hicks has an excellent understanding of clandestine operations and has demonstrated an outstanding ability to be flexible enough to cope with an ever changing program. He has performed his duties in a superior manner at all times, exercising mature judgement and firm action. He has continued to keep his objectivity and make a fine contribution to a Project that has had more than its share of frustrations. It is believed that Mr. Hicks should be considered for promotion to Grade GS-13 at the earliest opportunity. He has continuously demonstrated his ability to perform the functions and assume the responsibilities of a higher level in an outstanding manner. Mr. Hicks has worked long, irregular hours, and without complaint, to get the job done.

SECTION F	CERTIFICATION AND COM	MENTS
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FITNESS REPORT - Calvin W. Hicks (Continued)

# SECTION F

Comments of Reviewing Official (Continued)

in situations requiring individual initiative and imaginative thinking. I feel quite certain that Mr. Hicks has the capabilities and should earn a superior or outstanding rating in his next fitness report.

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### MEMORANDUM FOR THE RECORD

SUBJECT: Request for Disability Retirement Under the
Provisions of the CIA Retirement and Disability
System - Mr. Calvin W. Hicks

Based upon my review and evaluation of the evidence listed below. I hereby approve the request of Mr. Calvin W. Hicks for disability retirement under the provisions of the CIA Retirement and Disability System and, on the basis of medical evidence submitted in this case, I have determined that the disability of Mr. Hicks is permanent;

- a. Supervisor's statement dated 30 October 1974 submitted in accordance with the provisions of paragraph f.(3) of HR 20-50.
- b. Written report of the Board of Medical Examiners dated 20 December 1974 as submitted by the Chairman of that Board in accordance with the provisions of paragraph f. (4)(c) of HR 20-50.

F. W. M. Janney Director of Personnel

Distribution:

- 0 Return to ROB
- 1 D/Pers
- 1 OPF
- 1 ROB Soft File
- 1 ROB Reader

OP/RAD/ROB/PJSeidel:jat/3257 (24 December 1974)

ADMINISTRATIVE INTERNAL ISS ONLY -----

Mr. Calvin W. Hicks 10207 Forest Avenue Fairfax, Virginia 22030

Dear Mr. Hicker

This is to inform you that the Director of Personnel has approved your request for disability retirement under the CIA Retirement and Disability System. On the basis of medical evidence, the Director of Personnel has determined that your disability is of a permanent nature; therefore, no further medical review of your case will be required.

Your annuity will commence retroactive to 28 December 1974, the day following the date on which your salary terminated. You may be assured that every effort will be made to expedite delivery of your first annuity check following completion of the administrative details required to effect your retirement.

Sincerely yours,

Ronald Cage
Chief
Retirement Affairs Division

#### Distribution:

- 0 Addressee (CIA Letterhead)
- 1 D Career Service
- 1 OMS
- 1 OPF
- 1 ROB Soft File
- 1 ROB Reader

OP/RAD/ROB/PJSeidel:jat/3257 (30 December 1974)

Mr. Calvin W. Hicks 10207 Forest Avenue Fairfax, Virginia 22030

Dear Hr. Hicks:

As you bring to a close your active career of service to your country, I join your friends and colleagues in wishing you well in your retirement.

It takes the conscientious efforts of many people to do the important work of this Agency. You leave with the knowledge that you have personally contributed to our success in carrying out our mission. Your faithful and loyal support has measured up to the high ideals and traditions of the Federal monder. service.

May I extend to you my sincere appreciation for the important work you have done.

Sincerely,

1st W. E. Colay

W. E. Colby Director

Distribution: 0 - Addressee

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24 %

OP/PAD/ROB/FJSeidel:1s (15 January 1975)

Mr. Calvin W. Hicks 10207 Forest Avenue Fairfax, Virginia 22030

Dear Mr. Hicks:

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For your information and convenience, an Annuity Statement has been forwarded to you. That statement relates basically to the payment for the period 28 December 1974 through 28 February 1975.

Enclosed is a retiree identification card. Before using the document, please sign your name in ink on the reverse side of the card.

This office is in receipt of your signed statement wherein you elected to receive payment under the Federal Employees' Compensation Act (FECA) in lieu of a retirement annuity under the CIA Retirement and Disability System. Accordingly, your annuity ceased as of 28 February 1975 and you will henceforth receive benefits under FECA. An adjustment will be made in the payment issued by FECA retroactive to 28 December 1974. If, at a later date, the determination is made that you are not permanently nor totally disabled, your FECA payments might by reduced or stopped, at which time you may request the initiation of your retirement annuity.

If you elect to receive an annuity instead of benefits under FECA, you must so advise the Office of Federal Employees' Compensation, indicating the date of this election. In addition, you should send a copy of your correspondence with that office to the Agency.

ON EVOLUCE Jan more and and Sincerely yours,

Ronald Gage Chief

Retirement Affairs Division

December 1974

CERTIFICATION OF SERVENTING EMPLOYEE

HICKS, Calvin W.

MEMORANDIN FOR THE RECORD - ATTACH TO OFFICIAL PERSONNEL POLDER

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Ι	hereby	acknowledge	the receipt of	the following	g forms	and/or	r information	concorning	iay
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separation from CIA as indicated by check mark:	
1. Standard Form 8 (Notice to Federal Employ	ee about Unemployment Compensation)
2. Standard Form 55 (Notice of Conversion Pr Life Insurance).	ivilege, Federal Employees' Group
3. Standard Form 56 (Agency Certification of Group Life Insurance Act of 1954).	Insurance Status, Federal Employees'
4. Standard Form 2802 (Application for Refun	d of Retirement Poductions).
5. Form 2595 (Authorization for Disposition Configure to	of Paychecks). book
6. Only applicable to Retiree - Returnee (red I have been advised of my right to me my separation from this Agency and of check to my health and well-being.	we a medical examination before
7. CSC Pamphlet 51 (Re-employment Rights of Forces Duty).	Pederal Employees Performing Armed
8. Instructions for returning to duty from Ex	tended Leave or Active Military
Signature of Employee	Date Signed
Calvin No Ship	26 Dec. 1924
Adaress (Street, City, State, Zip Code)	Correspondence
MR. CALVIN W. HICHS	ONDENCE
10207 FOREST AVE.	CORRESPOND
FAIRFAM, VIRGINIA 22030	OVERT CORRESPONDENCE
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Mr. Calvin W. Hicks 10207 Forest Avenue Fairfax, Virginia 22030

Dear Mr. Hicks:

I am happy to send to you, under separate cover, your Agency Retirement Medallion. The Medallion is a tangible form of recognition and appreciation of your service to the Agency. It should serve as a lasting reminder of an honorable career, rewarding associations and the knowledge that you played your part in a vital activity.

Let me, therefore, add my congratulations and wish you the very best for the future.

Sincerely,

war Jan W. H. Joney

F. W. M. Janney Director of Personnel

# ISTED RECORD AND REPORT OF SEPARATION

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MEMORANDUM FOR: Secretary, DDP/QSI - HMA Panel

SUBJECT

: Notification of Approval of Quality Step Increase -Calvin W. Hicks

- 1. I am pleased to send to you the attached.

  official notification of the approval of the Quality Step

  Increase which you recommended for this employee.
- 2. As this award is designed to encourage excellence by recognizing and rewarding the employee, may I ask that you arrange to have this Quality Step Increase presented at an appropriate ceremony.

Harry B. Fisher
Director of Personnel

Distribution:w

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MEMORANDUM FOR: Director of Personnel

DDP/OP

Request for Quality Step Increase Mr. Calvin W. Hicks

The GS-13 Evaluation Board for FY 1972, having carefully reviewed the performance or all officers in grade GS-13 according to the standards of HR 20-31a(3)(b), recommends Mr. Calvin W. Hicks for a Quality Step Increase.

- 2. Mr. Hicks performed in a superior manner as a paramilitary officer during the early years of his career, overseas and in Headquarters. medical hold on overseas duty led to his assignment in 1967 to the Intelligence Watch/FI Staff where he has remained up to the present. Mr. Hicks has received overall ratings of Strong" from 1968 through 1971, with his performance characterized as exceptionally proficient. Of the seven officers with whom he serves on a rotating basis, four are GS-14's. The FI Staff has recommended Mr. Hicks for promotion in 1968, 1969, 1971 and 1972, with a recommendation for QSI in 1970. None of these recommendations were approved.
- 3. The Board has noted that Mr. Hicks plans to retire in 1974 at the age of 50. In view of the very high regard in which he is held by the FI Staff; his record of sustained superior performance and his high dedication to the Agency, the Board recommends recognition in the form of a Quality Step Increase for Mr. Hicks.

Cuttur & Callahan Arthur E. Callahan

Chairman GS-13 Evaluation Board (FY 72)

Director of Personnel

#### SECRET (When Fitted In.

#### QUALIFICATIONS UPDATE READ INSTRUCTIONS CAREFULLY BEFORE COMPLETING TYPE 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 auto-matically for much information, however, some must be extained directly from you. This form is for that purpose. Section I must be completed in all cases. You need provide other information only it there have been changes since you submitted your Form 441. 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 56-13. Headquarters, whether information is added or not: Additionally, a qualifications update 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. BIOGRAPHIC AND POSITION DATA SECTION 1 IMP. SER. NO. NAME (Last-First-Middle) GRADE 8 Nov 24 D 056361 Hicks, Calvin W GS-1 EDUC ATTOM SECTION II HIGH SCHOOL LAST HIGH SCHOOL ATTENDED '-ADDRESS (City, State Country) YEARS ATTENDED (From.To) GRADUATE ☐ \*\*\* ☐ \*\* COLLEGE OR UNIVERSITY STUDY SUBJECT NO. SEM/QTR YEARS ATTENDED DECREE HAME AND ECCATION OF COLLEGE OR UNIVERSITY REČETVEN RECEIVED 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 MAME AND ADDRESS OF SCHOOL STUDY OR SPECIALIZATION FROM NO. OF MONTHS OTHER NON-AGENCY EDUCATION OR TRAINING NOT INDICATED ABOVE NAME AND ADDRESS OF SCHOOL STUDY OR SPECIALIZATION TO NO. OF MONTH SECTION 111 MARITAL STATUS 1. PRESENT STATUS (Single Macried Midored Separated Directed Annulled Remarried) SPECIFY: (Vaiden) 2. NAME OF SPOUSE (Lest) (First) S. DATE OF BIRTH 4 PLACE OF BIRTH (City.State.Country) S. OCCUPATION 8. PRESENT EMPLOYER 7. CITIZENSHIP B. FORMER CITIZENSHIPES) COUNTRYLIES) 9. DATE U.S. CITIZENSHIP ACQUIRED SECTION IV DEPENDENT CHILDREN AND DEPENDENTS OTHER THAN SPOUSE MAME PERMANENT ADDRESS RELATIONSHIP DATE AND PLACE OF BIRTH CITIZENSHIP ADD ~ h. DELETE ADD DELETE SECRET

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# FILE COPY OF STANDARD FORM 56 "AGENCY CERTIFICATION OF INSURANCE STATUS— FEDERAL EMPLOYEES GROUP LIFE INSURANCE PROGRAM"

on file with the Retirement Operations Branch, Office of Personnel (x3257).

# ELECTION, DECLINATION, OR WAIVER

FEDERAL EMPLOYEES GROUP LIFE INSURANCE PROGRAM

IMPORTANT AGENCY INSTRUCTIONS ON BACK OF ORIGINAL

# TO COMPLETE THIS FORM-

# 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.

,	NAME (last)	(first) CALLILY O:	(middle) N/150N 5636/	DATE OF BIRTH (month, day, year)	
٠		TIMENT OR AGENCY		LOCATION (City, State, ZIP Code)	

3	Mark here ——————————————————————————————————	NE OF	THE BOXES BELOW (do NOT mark mark than one):  ELECTION OF OPTIONAL (IN ADDITION TO REGULAR) INSURANCE  I elect the \$10,000 additional optional insurance and authorize the required deductions from my salary, compensation, or annulty at pay the full cost of the optional insurance. This optional insurance is in addition to my regular insurance.
	Mark here if you DO NOT WANT OPTIONAL but do want regular insurance	(B)	DECLINATION OF OPTIONAL (BUT NOT FEGULAR) INSURANCE  I decline the \$10,000 additional optional insurance. Funderstand 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 affected by this declination of additional optional insurance.
	Mark here if you WANT NEITHER regular nor optional insurance	(C)	WAIVER OF LIFE INSURANCE COVERAGE  I desire not to be insured and I waive coverage under the Federal Employees Group Lite Insurance Program. I understand that I connect cancel this waiver and obtain regular insurance until at least 1 year after the efficience date of this waiver and unless at the time I apply for insurance I am under age 50 and present satisfactory medical evidence of insurability. I understand also that I cannot now or later have the \$10,000 additional optional insurance unless I have the regular insurance.

SIGN AND DATE. IF YOU MARKED BOX "A" OR "C", COMPLETE THE "STATISTICAL STUB." THEN RETURN	FOR EMPLOYING OFFICE USE ONLY				
THE ENTIRE FORM TO YOUR EMPLOYING OFFICE.	· (Official receiving date stamp)				
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Calvin W. Sich	\$3, W LS 8 91 834				
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ORIGINAL COPY—Retain in Official Personnel Folder 17 0 2 0 2 0 2 0 2 1

3 1 AUG 1037

MEMORIANUM FOR: Deputy Director for Tango

SULJECT

: Banression of Approbation and Coumendation for the Intelligence watch.

t. I wish to espress by appreclation and personal graise for the porformance of the FINIntelligence Fatch during the height of the recent Middle Bost erisis. I sa informed that the Ara. -Ioraeld war and its safeigath were primary factors which resulted in the Watch processing for the month of June the highest number of olssemmatrons since its confolichment. The Watch was particularly holpful to this Division in ensuring that the dissemination of the reporting on the Middle East situation was not only rapidly disseminated locally to the Intelligence Community but also promot! / Telayes to interested oversons military commands and CTA field statious.

2. The judgment shown by Watch Officers, often under trying circumstances, was invariably sound ini holoful. The worth of the batch, particularly during the crisis situation, was once acre demonstrated to all of us in RE Division.

> JAMES H. CRITCHTITES Chiof, Near East and South Asia Division

#### Distribution:

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1 - Official Copy ...

CALVIN HICKS

CNE, INTEL: DLConnelly: vb/5425 (30 August 1967)

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(4-10)

Recorded by CSPD

November 1960

MEMORANDUM FOR: Chief, MF

FROM

William T. Hornaday, formerly CCB Cherat

SUBJECT

: Letter of Commendation for Calvin W. Hicks

- 1. This is a letter of commendation for Calvin W. Hicks for the period of 7 January 25 August 1960. During this time he served under my command on the staff of aCLEVEL Project. His assignment was Operations Officer on the ACLEVEL staff, and Chief Operations Officer for the United States element of the Joint Operations Staff, serving operation a like officer from the Allied service.
- 2. Hicks at all times was an outstanding member of the staff. He was sealous in his efforts to improve operational techniques to increase operational assets, and to insure that those assets were of trustworthy nature and ware highly trained and qualified. His forerest thoughts were always contered on what was hest for the interests of the United States. He was practical, unremitting in his efforts, and nard-headed in his analysis of how best to deal with the Allied partners for the best interests of the United States. He was a sound staff officer, offering sound operational advice to his commander, and always submitting staff work in completed form. After giving strong support to the courses of action recommended by him, he never failed to give complete support to his commander after a decision was made, even though it controvened the course he favored.
- 3. Mr. Hicks has been a GS-12 since November 1956. He has amply demonstrated his complete qualifications to perform the duties of the next higher grade, and it is my conviction he has extract the right to early consideration for promotion.
- 4. I shall always welcome any optortunity that permits Mr. Hicks to serve with me again.

William T. Hornaday

SFCRFI

25 May 1961

MEMORANDUM FOR: Chief, Finance Division

FROM

Chief, WH/4/Support Staff

SUBJECT

: Promium Pay

Due to the recent reduction in heavy workload requirements, the following employees are no longer entitled to Premium Pay. It is requested that this entitlement be discontinued effective C.O.B. 27 May 1961. Their salaries are chargeable to Allotment #535-5000-8021.

BLATR, William E. DOUGLAS, Jesse S. HICKS, Celvin W. ISAMINGER, John W. RULMUK, Walter P.

NAPOLI, Louis P. SEFHAFFR, Ralph G. SILEO, Anthony L. WARNER, Thomas D. WHEDBEE, Robert E.

Ellshmedt Chief, WH/4/Support

2 - Chief, Finance Division (ea. employee)

2 - Director of Personnel (ea. employee)

11 January 1961

To : Director of Tersonnel

730î : Inief. Ald

SUBJECT: Additional Commensation in Lieu of Overtime ayment

RES: Femo dated 11 January 1941 from SSA/DS to DD/S. arrifored by DD/S. Subject: "Employee Benefits for JFADE Personnel"; and Temo dated 22 December 1960 from ADD(F) to Demity Director (Fines). Subject: "Surloyee Renefits for Personnel Essigned to WATE".

In accordance with referenced memorands, it is requested that the rersonnel listed below be authorized to receive additional compensation effective 3 Jenuary 1971, at the rate of 15% of their restrictive rates of basic annual compensation (but not to exceed the memoral rate for a SS-9) in lies of payment of the regular overtime rates for irregular, unscheduled and frequent overtime.

<u> 1912.</u>	ELPIOYES Serial No.	TITLE	_YimidZ_
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WHENCE . Hobert E.	509360	Or officer '	12,990
Dalighas, Jesse S.	229350	GIS Officer 1	14,055
FILLIFE. David A.	654300	Ora Officer .	12,730
Maril, bouls b.	012616	OFS Officer	12,210
KUZEUK, Walter P.	064735	073 Officer	12,730
PREPRY, John D.	55093	OPS Officer	11,675
•	59794	Instructor (CPS)	3 <b>,</b> 955 "
HINS. Calvin V.	56361	Querrille Warrere Officer	c,475
KILZI, Jares	60471	OPG Officer	5,060
	559127	OPS Officer	7.320
"ILEO, Anthony L.	56218	Instructor (OFS)	3,955
ELAIR, William A.	059517	Or Officer	11,155
YZ DAL., Sidrey S.	•	Cles Officer	13.470
nayiolde, Robert	55407	Instructor (OPS)	12.470
SPARKS, Synest S.	422H5 .	OP: Officer	c. 475
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CARTAKIONT, Cectl J.	5784-0	OPC Officer	7,820
CHRISHIA, SAEGAL J.	56622	ADM Office-	12,210
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ZEUT, Billien 1.	559198	Cr3 Officer	9,215

All the above employees are on Allotrent \*535-5000-3001.

China Vier, 850

ENERT D. ECHCIS

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3.		MEMBERS OF FAMILY				
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