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30 APR 1976

MEMORANDUM FOR THE RECORD

SUBJECT: Mr. Gerald K. Hughes

1. Mr. Hughes assumed his duties as Chief, European Division/Personnel on 27 August 1975. In my capacity as Chief of the Personnel Evaluation and Management Staff of European Division, I had a close, daily working relationship with Mr. Hughes until my transfer to Career Management Group on 1 April 1976. Our tasks and responsibilities interlocked and we were dependent on each other in many of our major activities. Ours was a harmonious and productive working relationship.

2. Mr. Hughes is a trained, experienced, professional personnel officer and, from my observation of him, a highly competent one. His advice in response to my many queries on admin/personnel policies, regulations and procedures always proved to be correct. He is intelligent, perceptive and a clear thinker; he quickly identifies the essential elements of a problem regardless of how complex it may be or seem to be. His recommendations are invariably sound and reflect his good judgment and sensible approach to the issues at hand. He articulates well, both verbally and in writing. He is considerate, compassionate and fair in his interpersonal relationships, but when the situation calls for it, he is direct and to the point, even if this is temporarily unpleasant. He is an excellent manager and it is clearly evident that he runs a happy and productive staff. His job attitude, team spirit and sense of duty are of the first order, and these are qualities I hold in high regard. His good sense of humor and generally relaxed operating style can be deceptive to those who don't know him well, for he cranks out a prodigious amount of work and he and his staff keep the business moving.

3. I am particularly appreciative of the many services he provided me. As but one example, I cite the matter of recording Division Personnel Management Committee minutes, distributing them, and taking follow-up action on Personnel Management Committee personnel decisions. Prior to his arrival in the Division, we were far behind in all of these tasks. Within a short time after his arrival, he organized his work routine so that these important Personnel Management Committee requirements were handled expeditiously and kept up to date. Technically, some of these tasks were properly in my area of responsibility and some in his, but from the practical standpoint it made more sense for him to handle the entire package. He took the responsibility without hesitation and has handled it superbly.

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4. From my vantage point as a career operations officer who only recently became involved in personnel management work, I view Mr. Hughes' overall performance in the European Division as a solid Strong, bordering on the Outstanding. I believe he has considerable growth potential and, should the opportunity present itself, I would be happy to endorse a recommendation for his promotion.



Chief, Career Management Group 