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EGMA 64765//
7 JUL 64

SUBJECT: Assessment of UTILITY

27 May 1964

1. Over the years UTILITY has been thoroughly described. My sessions with him during the past five years have been documented in detail in memoranda of conversation which are filed in 230.2 (Liaison with 363).

2. In his official dealings with me UTILITY has always been very correct and proper, friendly and gracious. His moods, as with all men, varied but there was little or no change in the afore-mentioned characteristics. Only UTILITY's display of warmth or coolness varied. And these variations seemed less determined by moods than by prevailing attitudes towards KUBARK or Americans in general. Almost always they were reactions to causative factors on our side or misinterpretation of factors.

3. In general, UTILITY and I were almost always on friendly terms. There were few issues I pushed which annoyed him except for the sourcing problem. I was unable to make a breakthrough on this subject and neither has anyone else.

4. I have been impressed by UTILITY as a far-sighted individual who is usually planning years ahead. At the same time he has frequently displayed his naivete on current problems.

5. It is difficult to judge UTILITY as an executive. The fact that he rules with an iron hand seems clear and his attitude towards his employees even in the presence of Americans is often slightly dictatorial. We have heard much about his poor management. To an outsider it is difficult to comment. We can be certain of one aspect however and that is UTILITY's pre-occupation with trivial matters in which one would not expect the head of an intelligence service to involve himself. During the past five years these have been fairly well-documented and usually concerned KUBARK social matters.

6. UTILITY loves and lives the intelligence business. Except for his summer vacations, he seldom seems to take any time off. During social events he prefers to spend the evening talking shop although he can be equally at ease with a variety of other subjects such as politics, art, children, etc. Only sports, except for sailing, appear uninteresting to him. However, his passion for sailing has been well described.

7. UTILITY's immediate goal seems to be to finish out his career through three more years when he retires at age 65. I believe he is fighting hard to realize it. During this time it is essential that UTILITY be given his due amount of attention and courtesies. More frequent meetings in Bonn between the Chief of Station and UTILITY should help immensely.

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