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15 July 1957

MEMORANDUM FOR: C/A&R/DOB/SR/7

SUBJECT : Conrad P. MASON

1. Subject was interviewed on 10 July 1957 by the undersigned and tested on the W-B(G) battery. He is currently used, in an indirect way, for certain minor PP activities, and he is now being considered as a candidate spotter.

2. Subject's intelligence is above the U.S. average. It compares favorably with that of college graduates and Agency staff officers. As a largely self-educated man he has acquired a good vocabulary and a good level of general information. His aptitude for activities requiring management of abstract ideas and symbols is about equal to that for the concrete and practical. Although a man of relatively few words, he is fairly articulate and capable of handling several ideas without too much confusion or rigidity.

3. He takes himself and his activities quite seriously. He leaves little room for humour or frivolity, which gives him an air of "heaviness" and self-centeredness. It is likely that on first acquaintance he will appear overbearing and conceited. It is true that he is egocentric, but not substantially more so than any other ambitious and energetic person who has definite goals and values, and he has more capacity for flexibility and adaptability in ideas and attitudes than he customarily shows. His principal limitation is that he is not a versatile role player. He has little natural skill in making himself pleasing and attractive while feeling his way through social situations, so that it takes a while for him to make himself acceptable to most people. He would like to be a diplomat, but he has sufficient insight to know that he is not one. To compensate he tries to be well supplied with accurate facts, and he relies on good and rational arguments which are presented not without feeling, but controlled in expression. He likes things to be well-planned and thoroughly organized. His organization tends to be conventional, strictly according to protocol. He looks upon deviation from protocol with considerable suspicion, and tolerance for unconventionality requires a real effort of will on his part. As a consequence he is likely to be labeled "bureaucratic," which he indeed is, but in a more positive sense than is normally implied by the label. While not a charmer, he is a thorough organizer, and on the whole he should be an effective one. He has a cautious and critical eye for what will work and what will not, for what he must accept and what he can legitimately resist. He is not too intuitive about the feelings and attitudes of

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others, and he relies on provoking explicit statements to get his cues. Subtlety is not one of his strong points, and this may be his principal limitation as a spotter.

4. Subject exerts strong controls on the expression of emotionality. He rarely expresses strong sentiments, anger or hostility, although he feels them. He customarily channels his impulses quite successfully into socially acceptable and productive forms. He devotes a great deal of effort to being self-sufficient and self-determining. Dependency upon others is particularly hard for him to accept and he may go to rather extreme lengths to prove his independence. He has a fairly high energy level and probably remains fairly steady in mood.

5. As noted above, Subject's principal limitation as a spotter is his lack of subtlety (he withholds rather than glibly covers) and lack of intuitiveness in judging others. On the other hand he should be energetic, thorough, critical, and, despite his conventionality and "bureaucratic" tendencies also relatively realistic. From our perspective he has definite promise as a spotter of individuals of his political group. I can see where he might be judged unacceptable for PP activities. He lacks the spark of creativeness and originality generally expected of the PP man; and his heaviness, conventionality, and devotion to his cause obstruct him further.

Branch III
TSS/Chemical Division

Approved:

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Acting Chief
TSS/Chemical Division

Distribution:
Orig & 1 - Addressee

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