

Response by J. Brian McKee:

1. Dates of your employment: I was hired at DIO-3ND, New York City, in the Fall of 1962 following graduation from Cornell University and my active duty with the US Army Reserve. After tours as a street agent at New York City and in the 'upstate' RA at Scotia, NY, I was transferred to Naples, Italy for a five year tour. During that period, I attended Polygraph School at Fort Gordon, Georgia, with the likes of Tom Brannon, Joe Naylor, Dick Peck, Tom Williams, et al. In 1971, I was selected for supervisory duty at the old RA # 4 (the PSI Squad) at Washington, DC, where I served as the SRA. When DIO-NDW was abolished, I became the SAC of NISRA Washington until transferred to Camp Pendleton as SAC. The ASAC there was my good friend Chuck Bickley, aka 'No Neck of the North'. Following later assignments as SAC NISRA New York, Special Assistant to the Director (Earl Richey), Assistant Director for Administration, Assistant Director for Law Enforcement and Physical Security and RDO New York.
2. Dates you were in the position of Director: I was selected by RADM Cathal 'Irish' Flynn, USN, (from the Navy SPECWAR community), Commander NIS COM, for SES rank and Director of NIS in December 1986.
3. Your title as the top civilian leader: Director NIS and Deputy Commander, NIS COM.
4. Your pay grade: My rank was SES level 4.
5. Name and grade of your military counterpart: I worked directly for RADM Flynn and later RADM Edward 'Ted' Gordon, JAGC, USN, who relieved RADM Flynn. Both were very good men and very supportive of NIS and the special agent corps.
6. Name(s) of the organization during your tenure: (variously known as the Naval Investigative Service Command and the Naval Investigative and Security Command
7. Your biggest challenges during your tenure: During my tenure as Director, the 1980's, it was the decade of the spy in the United States Government and, unfortunately, the majority of the espionage subjects were in the DON. NIS performed superbly in all these cases under the leadership of Vic Palmucci, Lanny McCullah, Bud Aldridge and Bill Worochock. In addition, NIS had a premier Double Agent program which was highly effective and at the forefront within the federal community. On the criminal investigative side, under Dan Sweeney and later Bob Powers, NIS was also doing an outstanding job, especially in fraud under Byron Taylor and the suppression of drug trafficking. Unfortunately, as was our bent at the time, much of the NIS work was not known to the public either in the government or Congress or to the public at large. As a result, our budget was only 19 million and as an agency we were restricted in growth, technology, career paths, et al. As I saw it, NIS had to enhance our image - that was my challenge. It was also necessary to better reward our people who were performing superbly in all areas. There were some in the Government, however, who thought that NIS was too aggressive - essentially that what was good for NIS was bad for the image, reputation and recruiting ability of our military. That had to be overcome!
8. What was the size of the budget? \$19M.
9. What are your proudest accomplishments? With the leadership of ever-supportive Nick Lutch and the help of Donna Green, the journeyman street agent grade was raised to GS-13; new credentials were put in place with the help of Jack Tuckish; the leased car program was widely expanded; new weapons were issued; technology was expanded under the leadership of Jerry Oney; While we tried in a strong way to solidify civilian arrest authority, we could not get the needed support of the Army and Air Force for DOD to move forward. My successors had much better luck than I did. Our efforts did succeed in numerous areas where SAC's and RD's were able to obtain full arrest authority from their state legislatures.
10. Where was the headquarters located? Suitland, MD
11. What was the size of the organization? Agent strength rose from 1200 to a high of close to 1400, with another 500 plus support.
12. What was the most important case the agency conducted during your tenure? Most significant cases were Ill Wind, the 'Pentagon procurement fraud investigation' which really made the world sit up and see what NIS was all about in the criminal investigative world (a first where we did NOT brief

up the line during the investigation) and, on the CI side of the house, the Lonetree Embassy espionage investigation and Task Force which was extremely well conducted and thorough. I would also add the Iowa 6U (wrongful destruction) case which despite 'sniping criticism' from certain special interest segments, was an example of an outstanding and well-conducted investigation under very adverse conditions of tardy calls to NIS and the loss of good evidence from the scene before we could get to the ship at sea.

13. Additional information you believe should be included: With the support of Admirals Flynn and Gordon, I encouraged the entire command, headquarters and field, in coordination with the Navy and Marine Corps PAO's, to do a better job of telling the NIS story and recognizing our accomplishments. It worked. In addition, SA Blair Gluba took over the Liaison post at HQS and put NIS on the map with INTERPOL, IACP, The National Sheriff's Association, all other federal agencies and the foreign embassies in Washington. We even took on a leadership position with the Law Enforcement Explorer program of the Boy Scouts of America. In INTERPOL, NIS became a full member of the US Delegation at the INTERPOL General Assembly. We made good strides in improving the public awareness of NIS. I believe my greatest challenge was my ability to convince my superiors that NIS managers could do 'the whole job' and we started programs to 'civilianize' our management positions not only in Headquarters, but also primarily in the field. As our Regional Office CO's and XO's came up for relief, we upgraded the RDO (senior civilian SA) to RD and 'command' of the Region. These ten RD's performed admirably and proved that civilian leadership works. During our worldwide tours, the Admiral and I sought out area military commanders for comment. Not a one had a critical comment. To a one, they expressed highly laudatory comments concerning the leadership, support, advice, counsel, et al, of 'their' civilian RD, SAC, RA or Special Agent Afloat.

My support was not unanimous, however, and the RADM, JAGC, who relieved RADM Gordon, requested my retirement in the summer of 1990. The pressure and support for the civilianization of NIS management was too great and the management structure you see today soon followed.

14. What are you doing now? Retired.