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QCSID: **Text Review:**

INAME: **McNAMARA, Barbara** **Text w/Tape:**

IPLACE: **OPS 2B, Deputy Director's Office**

IVIEWER: **HATCH, Daivd A. and COLLINS, Jimmie A.**

[Tape 1, Side 1]

[TR NOTE: For the most part, the audio quality of this interview is below average. A loud humming noise is heard throughout the tape, beginning approximately two minutes into the interview. From that point on, it is extremely difficult to hear the speakers.]

Hatch: This is 12 May 2000. We're interviewing Barbara McNamara, the Deputy Director of the National Security Agency. The interview is being conducted by David Hatch and Jimmie Collins. Prelim... Excuse me. As a preliminary matter, we will classify this tape TOP SECRET CODEWORD and reclassify at the end of the conversation with more knowledge of the contents. (TR NOTE: He addresses Miss McNamara:) Thank you for agreeing to sit for this interview. We all know that you are too young to be history, but you have been witness to some important events. And we'd like to get your story on record, your impressions on record. And help us to shape the history of the Agency when all this *is* someday history in a more correct fashion. I wonder if you could start by just telling us a little bit about your background. And how you came to NSA.

McNamara: Dave, I would call that "the path chosen," as opposed to "the path not chosen."

Hatch: Ah!

McNamara: Or perhaps, it was "the path not chosen." I grew up in a small town: 13,000 people. My... I went to a combination of (B% grammar school) (XB). (TR NOTE: At this point, loud humming begins and audio fades considerably.) My father was a professional person in town. And he managed a drug store for a very long time. I studied French as a major and Spanish as a minor at college. And back in those days, you had, it seemed, two choices. Three choices, actually. One to go on to graduate school; one to teach, perhaps; and one to go to work for the Government in some capacity. I applied for a position that was open in my own high school: French teacher. And I guess I always had a streak of independence. I was encouraged to be independent all the time I was growing up. And I was encouraged to have my say, all the time I was growing up. So, I applied for the job of teacher. And did not tell either my mother or father that I had done that. And my

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father was going home to lunch one day. Walking down the hill toward the high school to get his car. And the principal came running out of the high school and said, "Is that your daughter whose application we received?" And my father said, "Gee, I don't know. I'll ask her." And that was enough... Simultane... At the same time, a group of us also had applied for consideration... Or actually had taken the test for NSA. And we did that because we thought it'd be great fun. We knew we would get a trip to Washington.

Hatch: How did you hear of NSA?

McNamara: Campus recruiting.

Hatch: Ah! Yes.

McNamara: Posters. There was going to be the standard entrance exam. Well, the... As soon as I discovered that somebody had discovered who I was and that I had applied for a high school job, I decided I didn't want even the specter of getting a job because of whose daughter I was.

Hatch: Right.

McNamara: So, I withdrew my application.

Hatch: Wow.

McNamara: And that was "the road not taken." And "the road taken" was, then, to follow through on all of the processing that involved employment with NSA. I often think back to those days, because I think if I had done things differently, where would I be today? I certainly wouldn't be sitting here. And I certainly wouldn't have had the experiences I've had. Back to the processing. A group of us from my year group in school took the test. And as I said, the driving factor was: we were going to get a trip to Washington. Well, that was the first year that NSA opened a processing HR office in Boston. On Milk Street in Boston. And we got to go to Boston for our processing. Never to Washington. (TR NOTE: Chuckling heard.) And so, we even paid our own way on the subway to get there. Eight of us came. We had four... two groups of four who shared apartments. And of that original eight, there are three of us still employed here today.

Hatch: Wow. That's impressive.

McNamara: And we had... It was at a time when NSA was hiring pretty good numbers of people. And my recollection was being over in the barracks – the temporary buildings – where in the summer, it got really hot. And so, they used to... We used to be released early because it was so hot. And in the winter time, it got so cold. (TR NOTE: She chuckles.) But that was also memorable. So, that was kind of how I got here. And...

Hatch: Did you work as a French or Spanish linguist?

McNamara: No...

Hatch: Or did they cross train you?

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McNamara: They cross trained me. Fortunately, I scored high on the language portion of the test. That made... That would have made my mother and father feel good, since they had paid for my college education in language. But they never knew that. And... So, I was cross trained. They said to me, "You scored well. How would you like to learn Chinese?" And I thought, "Oh, that would be kind of fun." And so, I studied Chinese full time for a year. And then came over to work part time for another portion of a year. And then I discovered about myself that while I liked learning language, I didn't like translating day in and day out eight hours a day.

Hatch: Yes.

McNamara: And fortunately, NSA offered enough diversity and possibilities that I went from there into an intelligence policy... intelligence editorial staff. And from there, now my career took... opened many doors in many directions.

Hatch: Well... That's part of what we're interested in. What were your formative assignments? What do you... ? Which assignments do you think both influenced you in your thinking and which ones helped prepare you with your career? Any combination of that that you care to talk about?

McNamara: I'm not sure that I would be where I am today if I had left things to my own devices. I was very fortunate, all the time coming up, that I worked for people who kind of gave me direction – whether or not I solicited it. And all of those... All the people I worked for were men. And there were some key things that I remember learning. I worked for one man – Bob Vandervort – who used to drive me crazy, because he would get to work very early in the morning. And he would read everything that there was to read. And he could remember, it seemed, everything. And I'd get to work in the morning. And he'd stick something under my nose and say, "Have you read this?" And I'd say, you know, startled, "No, I haven't even had a cup of coffee yet." But he taught me that there were things even in high volumes of stuff that you dealt with on a day-in and day-out basis... There were key things that you had to remember. And you may not have to remember all the details. But you need... You need to... You need to be able to remember that you've seen something and basically what it says, and where it might be. That was one thing he taught me. And I worked very early with a lot of native born Chinese. So, from a small town in New England, I learned quickly about other people from different areas of the world. And whatever... And what different talents and different people and different backgrounds bring to problem solving. That was one memorable part of my training, I guess: was just the process of approaching what it is that you see in a day with some desire to remember what you've seen, because you're going to work for a boss who has already read it and wants you to remember that you've seen it or know about it. Another memory I had was I left that job and went to work – which was a [redacted] job – and went to work in a purely [redacted] office. And that, too, was interesting. And different.

Hatch: Yes.

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McNamara: In that area... With... You know, now many years have passed. But I remember being on leave. And I came back from leave. And the person I worked for then was a person by the name of Harris McNeal. And Harris said to me, "In case you hear that we're trying to get rid of you, we're trying to get rid of you." (TR NOTE: Chuckling heard.) Well, that's almost a direct quote. And he said, "While you were gone, there was a request for people to apply for the Armed Forces Staff College. And so, we applied in your stead." And at that stage, people's sensitivities were raised about bringing people – women – up in the workforce. That we weren't large in numbers. But there was a conscious undertaking to move people into jobs, get them experiences, etcetera. So, my reaction then was, "Good heavens! In this climate in this day and age, I've been nominated. And I'm a woman. And I'll probably be selected." And I was. And then, I won't tell you what I thought about in terms of the notion of going to Norfolk, Virginia for six months. But I went.

Collins: Was this in the mid-80's?

McNamara: No, it was earlier. It was in the 70's.

Collins: 70's? Yes.

McNamara: Yeah. Early 1970's.

Collins: OK.

McNamara: And so, I went. And I had a wonderful time. And it was the first time that I had ever been introduced into a truly military environment. And one of the things I learned about that environment was: people formulate opinions of people quickly. And they form friendships quickly because they don't have a lot of time to develop... (1G) just circling the edges of the room. And so, that was a real experience, because I hadn't ever known anybody personally then – up until that point – who had ever been in Vietnam. And so, they were coming back from Vietnam and they were sharing their experiences. And just that firsthand knowledge and appreciation, I think, made me a better SIGINTer in the long run.

Hatch: Yes.

McNamara: Up until then, I had worked on military targets. In fact, I remember Project ENDSWEEP: the de-mining of...

Hatch: Haiphong...

McNamara: Haiphong Harbor. And I remember working long, hard hours on that operation. But it wasn't personalized for me, because I really knew nobody who had... who was on (1-2G). And so, I played catch-up in my education after that. And to hear some of their exploits and to sit down and talk to some Navy Seals... To sit down and talk to some of the (1G) patrols... That was really a reinforcement of the business I was in. Then I came back and I had a number of job offers. And placement for me didn't ever seem to be a problem. And my problem was: where did I want to go to work? And I wound up working in, again, [redacted].. Actually, it was all China –

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[redacted] organization. And that was the first time that I had begun to develop friendships with our [redacted]. I had dealt with some of them before.

Hatch: Yes.

McNamara: But that was the first year that we actually had an integree. And that friendship, then, went well beyond just a professional relationship. And that has continued to this day. Not only with the individual who was here, but individuals who followed and who have now risen to the top in the [redacted] Service.

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Hatch: Yes.

McNamara: One of my other memorable experiences before I went to... I just happen to think of another (B% conversation). Before I went to Norfolk, I had an opportunity to go TDY to [redacted] for six weeks. And I hate forms. And I got [redacted] disclosure forms to fill out this weekend. But I hate forms. And one of the things I had failed to do up until that point was to fill out my forms to apply for professionalization... certification: what we called then: SRA.

Hatch: Right.

McNamara: And I was threatened by my boss at that stage that if I didn't fill out the forms, I wasn't going TDY. And I wanted to go TDY. I'd never been to [redacted] So, I filled out the forms. And I... You know, that's why I said, left to my own devices, I'm not sure where I'd be today. But I filled out the forms. I got certified. I went TDY to [redacted] for six weeks. Had a wonderful time. Enjoyed the work. Enjoyed the reporting part of it. Enjoyed the entire aspect of where it came from and how we processed it and what we did with it. And then, came back. And later, as I said, went to Armed Forces Staff College. I... Then, later on, staying always in China and in supervisory and management positions – but in an intelligence policy arena; no longer being at the analytic level – I went to work for Walt Deeley. And Walt and I had a lot in common personality-wise. We were both strong-willed. And we used to have a go-at-it every once in a while. And he finally said, "You know, I'm going to... You want that job so much, I'm going to give it to you." And he made me the chief, then, of B05. And one day, I was sitting at my desk. And he came down and he said, "I want you to apply for the National War College." And I said, "Walt, that makes no sense." You know, I said, "I've already had one plum... The Armed Forces Staff College." And I said, "They won't give two to one individual." "Apply." Fill in the blank. He said, "You're at least as good as... " And he named an individual. So, I applied.

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Hatch: OK.

McNamara: And I was selected. And off I went to the National War College. And that was the year that I was also nominated into the Senior Cryptologic Executive Development Program. And one of my predecessors in this job, Bob Prestel, was chairman of the board. The day I went to the National War College, I got a phone call that I had to come out and have an interview. And I remembered being asked in that interview where I thought I'd wind up. And

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I said, "Well, I thought I could probably be the DDO one day." And that was kind of the end of that conversation. And I remember that conversation. He also said... He also inquired about my training... That it only seemed that I got training at the big ones, like Armed Forces Staff College and National War College. And so, we had a conversation about that as well. But I do remember the question, "Where do you think you might wind up?" And my answer, "One day I might become the DDO." And from the National War College, I served as the executive assistant to, then, the Deputy Director, Bob Rich.

Hatch: Oh, yes.

McNamara: Because in those days, there were, generally, three people down (B% at: NDU, ICAF, National War College). And one of those was selected to come back and serve as the executive assistant to the Deputy Director for a year. And that was just a wonderful experience. I remember saying... Bob said, "You know, the hours are lousy." And I said, "Well, Bob. Yeah, I don't think that there's another job I can think of which is a one-year crash intern assignment in the Agency." And so, I took the job and loved it. And grew and got to travel. And all of my formative years had been in Asia. Now, all of a sudden, the first trip I took with Bob was to Europe. And I thought, "Ooh. There's another whole world out here. And I kind of like it!" (TR NOTE: Chuckling heard.) And began to meet some of the people who are, today, in senior positions in those services in Europe. And then, after that, I was asked, one day, what job I wanted. And I said, "I'd like to be the chief of, then, G6." And he said, "OK." But that was, you know, months before I was due to rotate. And I said, "I just got here." He said, "I just wondered. You know, we're going to have to have these conversations." So, I said, "OK." And Dick Lord, at the time, was the DDO. And no... Not another thing was said. And then, at the Agency – being the Agency – rumors started flying that I was going to be chief of G6 long before anybody ever talked to me. And Marion Rock was the then-chief. And he became chief of G1. While the Armed Forces Staff College experience really made me think differently about military intelligence and supporting military operations, the chief of G6 job probably made me a SIGINTer beyond my wildest expectations or imagination. And I became a better SIGINTer because of some of the folks I worked with there. I got there right after they had come on... off the heels of the [redacted]

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Hatch: Oh, yes. Yes.

McNamara: And things got relatively quiet. Since "quiet" is relative anywhere in the Middle East... And it wasn't long after that that we had the [redacted] We had the... Any number of events: the [redacted] event. And I watched the SIGINT system spin up and then, unspin. (TR NOTE: She laughs). If that's the word!

Hatch: That's a good word!

McNamara: De-spin with people who were just focused, committed. They knew what

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paces you had to go through. They knew what processes you had to go through. They showed me really firsthand of how you have to think about the SIGINT system end-to-end.

Hatch: Yes.

McNamara: Because they worried about what was being collected. They worried about what was being processed. They worried about whether or not certain computers were up, down. Or where somebody was thinking about taking them up or... Or I mean, taking them down. And so, that was truly an education in the whole end-to-end process of the SIGINT system – which was phenomenal. And when I say "end-to-end," I remember in the [redacted]

Hatch: Yes.

McNamara: When the United States decided they could... they were going to [redacted]

Hatch: Right.

McNamara: I can remember being there, at some point, during the early evening hours, with the phone off the hook, where we were talking directly from the analyst in the Operations Organization [redacted] And I had never seen that. And by that stage in the game, I had been here almost 20... about 21 years at that stage of the game. And I was 21 years into my education when I was seeing the SIGINT system end-to-end in one organization. It was phenomenal. And we had tremendous military kids who worked with us and for us. And they were absolutely terrific. We used to laugh because [redacted] somewhere. It was just extraordinary. So, that was... That was my first... While I have other memories, those are probably my fondest memories, because it was my very first office. And when I asked for the job, I had no idea that it was a senior executive job. And I was as surprised as anybody that when I took that job, I was also elevated. I... You know, it surprised me!

Hatch: Yes.

McNamara: And I remember saying to Bob Rich, "Boy!" You know, "Do you know how many people are in that organization? Four hundred!" I said, "God! I'll never be able to manage that group." And he said, "Oh, go figure." So, anyway... (TR NOTE: Chuckling heard.) I set off and I think after I was there a little over three years – about three years – I knew just about everybody in the organization. Knew how the SIGINT... a certain SIGINT system could really hum. And then, I had a number of jobs after that, both in Operations in office level positions, and then, into the DDO Chief of Staff.

Hatch: You worked at NCRDEF also, didn't you?

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McNamara: Oh, yeah. I did. That was my out-of-the-career, out-of-the-building full-time assignment. I went from the Middle East/North Africa... to the Chief of Staff for the DDO... to the Southwest Asia/Asia/ Sub-Saharan Africa Office... to the International Trade Office. And then, served as one of the senior watch standers for DESERT STORM. And then, one day, I got a phone call that Mr. Crowell would like to see me. And he would like to meet me outside the elevator door at this elevator that comes up into the Director's suite. So, I said, sure, I'll meet him there. And I remind him of this particular career counseling session that we had. He said, "We would like to send you on a field assignment. Your choices are: NCR Defense or [redacted] If I were you, I'd take the NCR Defense job because we're going to be making changes in your... in close proximity." And he said, you know, "Will you take it? Or do I have to ask the Director to talk to you?" And I said, "No, I'll take it." (TR NOTE: Chuckling heard.) And that was the end of it. And off I went to NCR Defense for a year.

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Hatch: Yes.

McNamara: And Admiral McConnell was the director.

Hatch: Yes.

McNamara: And he said... His advice to me was to get there before the Administration changed. Because if you're there before the Administration changes, you will be the experienced person on the block. It didn't matter whether it was by 24 hours or not. (TR NOTE: Chuckling heard.) So, I got there the day before the Administration changed – and driven largely because they were going to have the Administration... the Inauguration Day off. And I thought, "Well. OK." So, I spent one year there. And I took advantage of that year to pick up as much knowledge as I could gain of the ISSO. And I'm very, very happy I did that. There wasn't a group that came out here at any senior level that I didn't accompany, so I could learn their business. Learn how they did it and what they did. Certainly not to the same level (1-2G) that the people who were careerists do. But I gained knowledge and an appreciation of their line of business... of that line of business.

Hatch: Yes.

McNamara: And that has come in very, very handy in this job. (TR NOTE: She pauses.) I had LAO for a day. (TR NOTE: Chuckling heard.)

Hatch: Everybody needs to be LAO at least once (2-3G; very faint)!

McNamara: But I never even sat in the chair.I was called by Admiral McConnell to say, "I want you to come back. And I want you to be Legislative Affairs Officer." And I said, "Good Lord!" And he said, "Yep, I want you to do that. And I want you to come back." So, I said, "FIne." That was about a year. And Ed Hart took me to Capitol Hill. Introduced me one day. We had lunch down there. And that night, I got another phone call. Or the next day, I got another phone call that said, "You aren't going to be Legislative Affairs Officer. You're going to be... I'd like you to come back, instead, and be the Chief of Staff... the Executive Director.

Hatch: Yes.

McNamara: So, I said, "Oh. OK." So, I came back. And I served Admiral McConnell. And Bill Crowell. Ah. No, no. No. Yeah. Was it? God, I've lost track.

Hatch: Ah, I think it was... Bill Crowell was during the latter half of Admiral McConnell's...

McNamara: Yeah. It was. So, it was Bill Crowell... It was Admiral McConnell, Bill Crowell, and me in the third office. And then, one day, I – about a year into that job – I came to work. And memorable day. (TR NOTE: She chuckles.) We were going to have a senior personnel board meeting. And it was supposed to start at about 8:15. And I got up that morning. And I was having a bad hair day. So, I washed my hair. And I was late getting here. And when I got here, Bill said, "Before we sit down and start the meeting, Admiral McConnell would like to see you." So, he called me in and said, "I'd like you to take over the job as the DDO." And I said, "I hope you don't mind if I get sick in your office," because when I gave Bob Prestel that answer a thousand years before, little did I ever think that I was going to have that opportunity. And so, I had that job for nearly three years. And then, through a series of discussions – General Minihan would say "interviews"... and I would write notes back and forth to him, telling him why I didn't want to have this job that I'm in right now – we finally agreed that I would have this job that I'm in right now. (TR NOTE: Chuckling heard.) And here I am. So...

Hatch: Yes. That's quite a story. Have you any insight into why General Minihan had selected you? Was he looking for a particular combination of experiences or talents? Or... ?

McNamara: He had an... He had an interesting way of arriving, I guess, at who should be the Deputy Director. He asked each of the DD's who they thought, among them, would be a candidate for Deputy Director. And they were allowed... We were each allowed to nominate ourselves, if we thought we were the best candidate. I did not nominate me. In fact, I nominated somebody else. And then, I don't know through what process... But he talked to, I guess, each of the people. And I think he also talked to some people outside the building. But he was looking for somebody who was capable of dealing externally... And I don't mean that others weren't capable. But who had a personality that found it easy to do that. I think he needed... He was looking for somebody who had experience across the Agency in both the policy domain and the mission domain. And I finally remember a note that I wrote to him that said, "If... " I told him... I wrote him a note once and said "I didn't want the job." And then, I showed it to (1-2G). He said, "You can't write that." And I said, "Oh." So, I prayed over it a while longer. And I finally wrote him a note. And I said... After some deep conversations with Bill Crowell and others, I finally wrote him a note that said, "If, after all of your interviews, you still think that I'm... You think that I'm the best person for the job, then I will take the job and commit." And when I did that, I committed for three years. And now, I've come to finally the end of my three years.

Hatch: Yes, yes.

McNamara: Also, as I said in my email to the workforce, when I committed to three years, it was a good period of time. Because it spanned the past director and the present director.

Hatch: Yes.

McNamara: So, you were a lot... You have time to provide continuity over that span of time. And I also had in my head that the job in London would be open for rotation probably at this time. And if I wanted to think about it, then the timing would be appropriate. And it's available. And the timing is appropriate. And so, that's where I am.

Hatch: That's right. Everything has worked out just right, as you predicted. And then some.

McNamara: Yeah, yeah.

Hatch: Yeah. Would you be able to or care to list a couple of achievements as DDO or as DDIR that you think are your achievements? What you put your stamp on?

McNamara: Oh. I guess while I was the DDO, we restructured the DDO in a way that I thought was right for the moment. And that was to acknowledge the new mission areas, such as counter proliferation, ecetera. And so, I feel pretty good about that. And felt pretty good about the team that I was able to build, while we were going through that process. Put some terrific people... But I guess I don't... I'm not 100 percent sure that I have a personal mark, because I sort of feel like the marks I've made are really attributed to the people who did all the real hard work behind the scenes. And so, if I feel good about my career, what I feel good about is the condition we left the DO in at the time. I feel good about the fact that the foreign partners that I have had an opportunity to deal with recognized my professional credentials. And I feel good about that. I feel good about the fact that I think the workforce, at large, feels pretty comfortable in calling up and saying, "Can I come talk to you about something?" And I feel pretty about... I feel very good about where we wound up in the encryption (B% debate) this past year. But I didn't do that on my own. There was a tremendously bright, capable team of people. One of the scariest things I think I've ever done, though, is to testify in open hearing on the subject of encryption and NSA's business in that regard. But having done it once, it was... it became almost a game. Because you never knew where the question was going to come from. And the game was: to answer the question in the way you wanted it answered as opposed to way it was asked.

Hatch: Yes, yes. (TR NOTE: Chuckling heard.)

McNamara: So, it really was. It was a lot of fun in that regard.

Hatch: You (B% learn) you're a spin doctor! (TR NOTE: Laughter heard.)

McNamara: That's true!

Hatch: Yes!

McNamara: Yeah.

Hatch: Yes.

McNamara: You know, the question comes and you say, "Now, here's a point I need to make. How am I going to... How am I going fold that point into... ?

Hatch: That's right.

McNamara: Into the answer?

Hatch: Yes. That's right. That's right. But you made a natural lead-in to...

Collins: ... public key encryption... which is one of the topics we wanted to talk to you about.

McNamara: Right. Yep.

Collins: When did you really become fully involved in the process of public key encryption?

McNamara: The day I took this job. I've explained I'm a linguist. I've never done cryptanalysis. I'm not a mathematician. But I had no choice. And I had a pretty tough act to follow – a very tough act to follow in that Bill was very personally involved in it. And a lot of what NSA did at the time was due to Bill's personal involvement in the formulation of views. But I couldn't do it the way Bill did, because Bill was much more technically involved...

Hatch: Yes.

Collins: Yes.

McNamara: Than I. I approach life... I mean, fortunately for us, we have a healthy, strong technical workforce, because I'm the person who knows... wants to know only that if I put two slices of bread in the toaster, it will come out as toast.

Collins: Yes.

McNamara: And I don't need to know what the wiring looks like in order to make it toast.

Hatch: Yes.

McNamara: Bill, on the other hand, would want to know what the wiring was and the fact that he was going to get toast out of it.

Collins: Yes.

Hatch: Yes, yes.

McNamara: And so, I organized around me differently than he, at least, had organized around himself initially as the process was going on. The debate was different when I got here, than the debate that was raging when Bill was here. So, the environment was different. Our approach to solving the problem was different. (TR NOTE: Sound akin to water being poured into glass is heard in background.) Pardon me. But I'd say I didn't get to... I... A fair question is, "Well, you should have been involved when you were the DO." And while I was aware of what was going on, I wasn't personally

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involved, because Bill was involved. Bill was public key for the Agency. And he pulled his team up out of Z to help him do that. And so, just our approaches were different. And I had to learn. Bill and I had no overlap. He had retired before I was officially named by the White House. And so, there was a gap. And until my name went to the White House, I couldn't even... I couldn't function in the job. And so, I had a steep learning curve in that regard. But the people who helped were extraordinary. I mean, we had sessions in here. And I'd say, "Now. Remember, this is the idiot treatment. You got to translate this into language that I can understand. And that, then, I can play back to people who understand less than I do." And so, we had some interesting discussions, both here and on Capitol Hill.

Collins: Did you think it would take so much of your time when you first became DDIR?

McNamara: I wasn't sure, Jimmie. And it was rolling. I mean, there were feverish pitches of activity. And then, it would quiet. And then, there'd be another, you know, high stress, fun-filled experience as we were watching legislation. And that was where I really got into the game. And one of the things that I am very thankful to Ken Minihan for that was never one of my strengths: I tend to, you know... You got to get through a door? You walk straight through the door. And you don't pay much attention to what the movements are to the right or to the left. And I used to watch Ken. And he was very focused. He always knew where the door was. But he was also interested in what was going on on either side and how you could influence those factors. And when I got to this job and public key cryptography, there was legislation on the Hill. Then there was a recess. And then, we were in a new legislative year. And so, we had to watch a lot of things simultaneously, trying to figure out when it was the important time to weigh in and when you could back off or wait for things to settle down. We had tremendous support on the Hill. But we had a steam roller effect in legislation [redacted] And we managed to get through all that by building a coalition inside government – inside the Administration. Dr. Hambry was terrific as a supporter in that regard.

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Collins: If we could pause just a moment and... (TR NOTE: Taping abruptly stops. When it resumes, Collins is speaking as follows:) OK. We're back in business. Can you comment on [redacted] our efforts on the Hill toward encryption?

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McNamara: [redacted]

Hatch: Right.

McNamara: And what we were watching [redacted] – was the

activity within the Wassner arrangement and all of those nations. And so,

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[redacted]

Collins: Yes.

Hatch: Yes, yes.

McNamara: [redacted]

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Hatch: Yes.

Collins: That's right.

McNamara: So, we're watching now events unfold in terms of the export control process, or not, in the EU.

Collins: Yes.

Hatch: [redacted]

McNamara: Oh!

Hatch: Would you characterize it that way?

McNamara: Yeah...

Hatch: And if so, why or why not?

McNamara: [redacted]

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Hatch: Yes. Yeah. That's good.

McNamara:

Hatch: Yes.

McNamara: It's people working together to solve problems they face in common. And you don't have to worry about what you know about anything, because that's almost not relevant anymore.

Hatch: Yeah, yeah. Well, that's good.

McNamara:

Hatch: Yes. yes.

McNamara: That's an applied research or advanced research challenge.

Collins: Yeah. As you mentioned earlier, you testified before a lot of committees on Capitol Hill. And I know you had a lot of one-on-ones with the members to try to educate them. Do any of those meetings stand out in your mind?

McNamara: Yeah. One in particular. There was... (TR NOTE: She chuckles.) There's one that was not the House Permanent Select Committee on Intelligence. Instead, it was the Armed Services Committee. And one member said at the end of it, "Barbara, you will, won't you, testify in closed session before a joint session of Congress?" And I thought, "Good heavens!" But... (TR NOTE: Chuckling heard.) And that was the parting shot. And so, that was pretty memorable. Now, that never happened. And I doubted at the time it ever would. But I thought, "Good heavens!" (TR NOTE: More chuckling heard). "What's a kid from, you know, Clinton, Massachusetts answering that question on the floor of the United States Congress!" But...

Hatch: Do you think that Congress responded to the arguments that NSA made on this topic? Was there a difference between what they might say posturing in committee to what they might say in private, oh, when you would make a

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pitch (B% when they) couldn't... couldn't get publicity out of it – or public use out of it?

McNamara: The ones who were supportive, were supportive both in closed session and in public. The ones who were not, would say one thing in public and then something else in private. They would say, for example, in private, "We don't want to do anything to harm national security." And then, when you pointed out in open session that they were harming national security, (3-4G)... One congressman asked and answered his own question very cleverly. One day in a hearing, he said, "Why are people doing... ?" No. One congressman said, "Why do you think people are doing this? Why do you think we have members of this body who are turning a blind eye to national security?" And another member, who was also supportive, took his hand and put it in his pocket and pulled out money and he waved his money around, saying, "This is why!" You know? (TR NOTE: Chuckling heard.) So, it was... It was an education. It was an experience. You got to see your government at work, sometimes at a level which you'd rather not see.

Collins: The adage about sausage and laws?

Hatch: (XG; very faint.)

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McNamara: That's right. That's right.

Hatch: Do you think... ?

McNamara: But they were terrific. The ones who were supportive, were absolutely... And it didn't matter what party. They were absolutely committed to supporting national security.

Collins:

McNamara: We got, in the new policy – you know, now... People have short memories. But in the new policy, we managed to retain the three things that were important to us. One was the technical review. One was right-to-deny... Right to deny the product. And one was end-use reporting. The reporting part of it, industry doesn't like. And there will be several discussions yet to come on that aspect of it. They think, I think... Without putting words in their mouth, I think their position is: it's unnecessarily bureaucratic.

Hatch: Another subject. I'd like to talk a little bit about the 100 Days of Change, which is the codeword for all the changes that are going on in the Agency. Can you describe your role in this ongoing process?

McNamara: Sure. The formulation of the Strategic Plan: I took all the members of the ELT plus some folks off-site. And we actually hammered all that out. So, I really do feel that that's a legacy I am leaving. And we worked hard. We

chose the words hard. And it wasn't easy to get there. Because it's easy to just sort of accept NCS-21. And at its root, the new plan still has an awful lot of what is good about NCS-21. But we strove mightily to get language and the objectives of the plan so that it would be measurable. And there was a lot of hard work that went into the formulation of that. So, that's one part that I'm playing. And the second part is in helping the Director figure out how to go about building the Business Plan. And so, my contribution there – Mike Jacobs probably will never forgive me – was to suggest to the Director that Mike actually have the pen in that, because the Business Plan is, for the most part, directed at the SIGINT mission. And that's because the ISSO already has a business plan. And they had been engaged in the transformation process for a number of years prior.

Hatch: Yes.

McNamara: And Mike didn't have a sandbox. You know? He didn't... He wasn't going to have any particular lobby that he had to defend in the business... in building the Business Plan. And so, I think he did... Under any circumstances, I think he did a really fine job of that. Now, is it perfect? No. Do we still have work to do on it? Sure. Will each successive business plan improve? Absolutely. But we got one. And by golly, you know, it will give us a way ahead. And now, the part... In fact, the reason why you were late getting in here was, we were having a skull session on... The next part of that is defining what the workforce of the future NSA... Not the workforce of the future meaning the workforce of next year...

Hatch: Yeah.

McNamara: But what does the workforce of the future NSA have to be? And then, how do we get there? What do we have to hire? What do we have to train? What do we have to buy? What do we want to rely on other parts of government or industry to provide? And that's not an easy discussion to have.

Hatch: Yes.

McNamara: But we were... We had... The first session was yesterday. And the two people who tried to facilitate the question... the meeting, were very frustrated. But I let the meeting run, because everybody had to get... had to vent. So, it just... It started out not very pretty. And it got uglier. (TR NOTE: Chuckling heard.) But now, we got it all off our chest. And now, you can... Now, we can focus the group. And we'll have two more meetings next week on that subject. So, that's a part of my involvement in the chain, personally. And then, the remaining part is to articulate to the outside word – be that Congress, the Community, Defense, Partners, whatever – but to articulate how we got to where we are; where we're headed; why; and what the plans are. And I've done that with the NSA workforce overseas, with the partners overseas... And so, I'd say that was kind of the part... my personal part to (1-2G; very faint).

Hatch: OK. What about the changes from the early SALT to the current ELT. Were you involved in that? Or... ?

McNamara: Well, I was. I am. I are! (TR NOTE: Laughter heard.)

Hatch: And a little bit of... Is there any... ? Can you explain somewhat the reason behind it? Or... ?

McNamara: Ah, I think you know that... Well, it's no secret. The Hill certainly has a view of how we ought to look and what ought to drive us. The Director had, when he first got here, an internal team and an external team. And there was a message that came through loud and clear from all of those (1G)s that said, "Back to mission. Let mission drive." And that one way to ensure that mission drives is to have the mission at the table with the enabling cast behind. And so, there was a statement attributed to me. And there was a report in the paper that I didn't support that decision. That was an erroneous report. I do support the mission... I do support the notion... I do support the notion that mission ought to drive. The only thing I asked the Director to reconsider was whether or not technology ought to be there, if it were all about mission. Because in... My view was that technology is an enabler much like the Support Services are enablers. So, while there was some of the reporting that was... some of the words in the report were accurate, they were twisted for whatever purpose the person who was twisting them wanted to serve.

Hatch: Everybody has an agenda. I'd like to return to something that you alluded to in passing earlier in our interview.

McNamara: Yes?

Hatch: One of our historians is interested in looking at the changes to women's position at NSA over the past decades. You suggested earlier that there might have been some either formal or informal impediments to a woman taking a military assignment. I wonder if you could address the question of the changes that have occurred in women's status... women's opportunities... women's activities at NSA over, oh, your career as you've observed them. Kind of a broad question, but whatever you'd like to say on that subject.

McNamara: I didn't mean to... If I implied that I thought it was difficult for a woman to take a military position, I didn't mean that, Dave. But I'm glad you made that point. Because it takes me back to someone's... a woman's experience. A woman who wanted to go overseas during Vietnam.

Hatch: Yes.

McNamara: And there were people who were very uncomfortable with that actually happening. A woman in harm's way. Maybe... You know... ?

Hatch: Yes, yes.

McNamara: But she pushed and she went. And she is still an employee today. And probably one of our better signals intelligence people in terms of understanding the business of it. When I grew up, as I was growing up, the... there were three very visible women in the workforce. One was Ann Caracristi.

Hatch: Right.

McNamara: One was Polly Budenbach.

Hatch: Right.

McNamara: And one was Juanita Moody.

Hatch: Right.

McNamara: And so, they sort of passed through the system, level to level, all three at about the same pace and rate.

Hatch: And I've been told that was deliberate.

McNamara: I wouldn't be surprised if that were the case. I have no reason to know. But I wouldn't be surprised if it were the case.

Hatch: Yes.

McNamara: And then behind them, there didn't seem to be many. And then, in my year group – in my peer group – when you think about the number of women who were all in senior status at about the same time, there were a bundle of us. There was Lee Hanna and Julia Wetzel and me and Jeanne Zimmer and [redacted] and... You know, it can go on and on and on and on and on.

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Hatch: Yes.

McNamara: And... But I don't remember how we got from 3 to that number, you know? It just sort of happened. And I know how I got there. And I know that some of my year group was every bit as smart if... probably... if not smarter than I was. It's almost as much a function of your personality as it is your know-how and your knowledge. And so, I think some of us, you know, just sort of were more visible than others – just because we had personalities that were different from others. But in the Vietnam era, there was a very heavy reluctance to send women forward into Vietnam – and these were civilians – into relatively controlled work spaces. Protected work spaces. But now, I don't think there's any job that a woman is impeded from having, if she so chooses to apply – and compete favorably. Because we have people all over the place overseas. And we've had folks go forward – women – to serve as senior liaison officers... or SIGINT liaison officers with Third Parties. And we've had people in cryptologic support groups overseas in a military support environment. So, I just... I think, you know... I think it is available for the having, if you choose to have it – or if you choose to compete for it. It wasn't all that long ago I can remember sitting in Admiral Studeman's office with [redacted] Lee Hanna, Jeanne Zimmer, Barbara McNamara, [redacted] and on and on and on discussing whether or not there was a glass ceiling at NSA. And at the time, there was evidence that there must have been, because there weren't many who were chiefs. Deputies were kind of the level at which you capped out. And yet, from that time forward, you think about it and you had Lee was chief of the [redacted] You've had Lee as chief of personnel. Jeanne Zimmer,

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chief of personnel. Lee Hanna, chief of B. And Jeanne Zimmer, chief of M. And, you know... And so, we're now on a roller coaster, because all of us are moving out of the system. And so, the people who are coming up now, if you look at the workforce, you're seeing more women in deputies' positions until they start up the hill again.

Hatch: Yes.

McNamara: But we have to be very careful that they don't get stuck at the bottom of the hill. And I would say the same with minorities.

Hatch: Would you have any advice for a woman planning her career today? I guess this is kind of a puff question. (TR NOTE: Chuckling heard.) But you've probably made two or three speeches on this...

McNamara: Let me end on a hiring note... I mean, on a humorous note. Many times, people come to me and say, "Obviously, you've must have had a plan. You clearly got it right. Could you tell us what your plan was?" And at... The real answer is, "Work hard. Try and be personable. Try and be approachable. And things will happen." But what I really say and... "Be careful how you say things." Recall I sort of said to Bob, "I could be DDO one day," and found myself there?

Hatch: Yes.

McNamara: I used to say, "When I grow up, I want to be the black and white spotted dog in the front seat of the fire truck." And when you think about it, that is exactly the job I have. (TR NOTE: Chuckling heard.) I am not behind the steering wheel, but I am in the front seat. And it's quite a showy position. And it's not bad after all. (TR NOTE: More chuckling).

Hatch: That's great. I wonder if I might ask just one more question.

McNamara: Sure.

Hatch: You spoke about early in your career and the mentoring you got and so on.

McNamara: Yes.

Hatch: I wonder if you had any role models or, if I might ask, who you admired when you were first starting out?

McNamara: Gee. You know, I guess I don't have an answer to that question. I admired different things about different people. And there's any number of times I have said that in all the years that I've been here, there is never a day goes by that I don't learn something. And sometimes, it's... you learn how you never want to behave when you grow up.

Hatch: (TR NOTE: Chuckling heard.) That's right. That's right. Well, we thank you for what you're doing in the front seat of the fire truck! (TR NOTE: Chuckling heard.) And we wish you the best in your new assignment in England.

McNamara: Thank you. I'll be in the front seat, but on the other side!

Hatch: That's right! (TR NOTE: Laughter heard.)

Collins: Thank you...

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Hatch: Thank you very much.

McNamara: OK. My pleasure!

[End of Interview OH-2000-28-MCNAMARA]