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(U) Cryptologic Almanac 50th Anniversary Series

(U) NSA's First Inspector General

(U) "Having spent the past few years looking critically at a number of specific details of our Agency's organization and performance, I am taking a little time off at the end of my assignment to set down some views on the Overall Picture, the Agency as a whole and the things it needs to do to itself to improve itself."

(U) So began the so-called "Swan Song" of NSA's first inspector general (IG), Captain E. S. L. (Sid) Goodwin, USN. Written in 1956, the document listed Goodwin's suggestions on how to improve the Agency and included recommendations related to NSA management and philosophy of operations. As NSA's first IG, serving from the Agency's founding until his retirement in 1956, Goodwin exerted a great deal of influence on how NSA was run. His reviews of NSA procedures and assets, such as the one quoted above, were taken very seriously by the upper management at the Agency and set the pattern for the future IGs.

(U) Ernest S. L. Goodwin was born on October 1, 1904, in New Orleans, Louisiana. He was appointed to the U.S. Naval Academy in 1921, graduating in 1925. After several years at sea as the communications officer on various destroyers and cruisers, he entered cryptology in 1932. He was assigned to OP20-G, the navy's communications intelligence organization, in Washington, DC, where he studied cryptanalysis under the tutelage of Tommy Dyer. He described this one-year course as a process of learning by doing.

(U) Goodwin continued his education throughout the remainder of the decade, albeit less formally. During a two-year tour in the Philippines, Goodwin performed a variety of cryptanalytic tasks, gaining an understanding of intercept issues. His next assignment was cryptologic officer on the flagship, the USS Augusta. While on the Augusta, he studied the techniques used by the Japanese to create their naval codes. Goodwin's early administrative experience came back at OP-20G where he served first as the chief of the cryptanalytic section and then later as chief of the cryptographic section.

(U) During World War II, Captain Goodwin divided his time between sea duty and cryptology. He served as the engineering officer on the USS Wichita and later as its executive officer. The Wichita was assigned to patrol and escort duty off Iceland. His ship participated in the Murmansk run, the first North African landing, the tail end of the Guadalcanal campaign, and the invasion of Attu Island in the Pacific. In 1943 Goodwin became the commander of the Fleet Radio Unit Melbourne (FRUMEL), the unit that

supported General Douglas MacArthur in the southwest Pacific Theater. During his year as commander, FRUMEL was instrumental in locating Japanese troop ships, oilers, and other cargo vessels as U.S. submarine targets. Goodwin was awarded the Bronze Star for his wartime contributions.

(U) For the remainder of his career, Goodwin held various administrative positions in cryptologic agencies. He served as comptroller and as adjutant general of the Armed Forces Security Agency (AFSA), a precursor of NSA. When General Canine, then director of AFSA, created the position of inspector general (IG) in 1951, Goodwin was named to the post, which he continued after AFSA was transformed into NSA.

(U) Goodwin offered the following description of his position as inspector general:

(U) "The IG is the eyes and ears of the director on important subjects. General Canine gave me free rein to carry out my duties. I was charged with the responsibility to ensure that NSA was carrying out its intelligence tasks as efficiently as possible. I did not examine money issues or the use of facilities or machinery. I concentrated on such questions as [whether] NSA [was] providing enough guidance and training to field stations so that they could perform their mission.... I recommended the establishment of a systematic rotation program for executives to enhance their skills. This recommendation was a response to General Canine's philosophy that reorganization was a good mechanism to keep everyone on their toes."

(U) During his tenure as IG, Goodwin also served on the Personnel Development Board. He retired on 30 June 1956.

(U) With retirement, Goodwin began a new career in education. In 1964 he earned a Ph.D. from the University of Michigan, jointly from the School of Business Administration and the Department of Sociology. He then taught at Sacramento State University and the Naval Postgraduate School in Monterey, California.

(U) E. S. L. Goodwin died in California in 1992 at the age of 87.

(U) Four days before his retirement, Goodwin completed his "Swan Song," quoted in the opening paragraph. In it he provided recommendations concerning areas he believed that NSA needed to improve including "the management education of the Agency," "planning, programming, budgeting, and control in terms of concrete objectives," and "staff coordination, particularly from the standpoint of the availability and movement of management information." It is interesting to note how many of his concerns remain important to current NSA seniors.

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