

Cecil,

Oh Cecil! You are dripping with such synthetic sincerity in your written correspondence, but every time we meet you show your fangs drenched in venom! Not only that, you have assembled a whole retinue of collaborators such as Steve Benigni in this nefarious activity, only the Good lord knows who else that are willing to serve as hatchet men and women.

I respectfully submit that neither you nor Steve Benigni may be qualified to do any performance evaluation of my work.

I want you to forward a copy of this e-mail to Mr. John Reece, our current CIO. Let him read what I have written here. No, I am not copying him in this e-mail—I want you to deliver this to him.

What have you done in the past six years as a Systems Engineer—not just by the title, but in fact?

Remember TCP-3? What a circus that was! And what a colossal failure that was! You led that effort didn't you? No one even knows what TCP-3 stood for! It violated every principle in systems engineering! No wonder it crashed and burned! How many millions of dollars of taxpayers' money was lost in that magnificent TCP-3 endeavor? Who else was involved in that ignominious activity? How many contractor personnel? You didn't follow any architectural principles, did you? Did you follow any systems engineering concepts in that odious affair? I don't want to mention other kinds of malfeasance that have been going on here.

What has Steve Benigni done in the last six years—especially when he is not doing his crossword puzzles, when he is not on vacation, and when he is not taking those training classes?

Let us take all the work you and Steve Benigni have done in the past six years combined and stack them against all the work I have done in the past six years, and let Mr. John Reece—our new CIO—evaluate them. He is new and he is unlikely to be biased against anyone so soon. I am perfectly willing to be evaluated by any impartial person who is knowledgeable about how systems engineering is done or ought to be done. At the IRS, it has been one fiasco after another! It reeks of a cheap perfume!

Remember George Zerdian? Remember Jim Loudermilk? Remember John Keefe? Remember Wayne Jansen? Within months of their hiring they were gone! They figured that this place was up to no good. They had figured in short order that this place will not let anyone do Systems Engineering the way it ought to be done. In hindsight, I should have known better and bailed out too—I had an offer to be the Chief Engineer at the FBI headquarters within a month of joining the IRS. I thought it would be unethical to leave the IRS within a month of joining! Yes, I still have a copy of that job offer. That job paid more too!

Coming back to our original question, either you don't know or have forgotten what systems engineering is all about. I had high hopes when you took over as the Director. In the last six

months since you took over, it has been chaos and pandemonium. All these so-called “Alternatives Analysis” is a tiny part of systems engineering and none of you even understand how to do them according to systems engineering principles.

I want you to give Mr. John Reece a copy of that nonsensical “Counseling Letter” that Steve Benigni threw at me. I want him to see that even my name has not been spelled right in that piece of paper! I want you to provide him a copy of all the electronic mails that have been exchanged on that subject of the so-called “Impact Assessment” in their chronological order. To be fair, Mr. Reece should demand it from you, without any omissions or alterations. You may already know that any destruction or alteration of Government records, including electronic mails may be illegal.

I want John Reece to understand what really passes for systems engineering around here.

By the way, since you want to assess my performance and my work products, I have a couple of questions for you. Mr. Reece may want to ask you the same questions also. Here they are:

How many people in our Division had an “Outstanding” rating last year (2000)?

Who are they?

On what basis?

Who decided that?

I heard that Tae Im got a rating of “Outstanding”—a guy who didn’t even show up for work for months while some of us were busting our chops! How did I know this? It is the talk of the town!

Who else got an “Outstanding” rating?

I want you to explain these “concepts” and *modus operandi* to John Reece. He should know. He has a right to know. There are fiduciary responsibilities involved here.

How was the training budget being spent? On whom? Who are the individuals who have been consuming the training budget just for the last year?

Is this place being run for just “friends and family”?

Cranking out something in the name of “Alternative Analysis” is NOT systems engineering. The real “alternative” is to “Modernize”—and that you see we don’t want to do!

Let me ask you this simple question: “Have you ever stood up and said that this is the wrong way to do business? This is unethical. This will fail.” I have—with clear explanations. And they are well documented. I am willing to produce them to John Reece and the Commissioner.

Have you shown loyalty to the profession—in this case, Systems Engineering? Only those who have demonstrated their commitment to the profession and the ethics that go along with it are professionals. Groveling does not count. Coercing people to perform unethical work that may be called “Waste, fraud, and abuse” does not count, even though that may get you a promotion or two. Producing obese documents do not count.

I believe that you and several others have a completely mistaken notion of what loyalty means. It appears that you are confused between the loyalty to the person and the loyalty to the profession. It is not always possible to give “pleasing answers” to difficult questions. If you have a serious illness, you would want your doctor to tell you the truth, don’t you? If you were having a quadruple bypass surgery, you wouldn’t necessarily want your best friend operating on you, would you?

Look sir, every time I came to talk to you in the first five months of your taking over, you didn’t have five seconds to talk to me. How is it Reggie McFadden always found time to talk to people—not just to me, but also to everyone in the Division? Not only that, he understood what I was talking about in ample measure—the real technical and engineering issues. He had integrity—real professional integrity. He refused to indulge in subversions.

Many of us know how most of you got your promotions. They go by various names such as, “networking”, “making connections”, “simple groveling”, and an unquestioning willingness to do “assassinations” when ordered to. Professional qualifications never mattered. If you find an honest fellow, just get rid of him or her—whatever it takes.

Cecil, I am sick to my stomach—literally. I will be out for the rest of the week.

With the best regards, as always,
N. Srinivasan.

-----Original Message-----

From: Hua Cecil T <Cecil.T.Hua@irs.gov>

To: 'sankhya' <vadulam@earthlink.net>; Hua Cecil T <Cecil.T.Hua@irs.gov>; Srinivasan Narayana I <Nick.I.Srinivasan@irs.gov>

Cc: Watkins Sherdana T <Sherdana.T.Watkins@irs.gov>; Perez Olga <Olga.Perez@irs.gov>

Date: Friday, April 27, 2001 12:06 PM

Subject: RE: Out today and possibly Monday.

Nick, sorry to see that your health condition prevented you from coming in today. Hope that over the weekend you will feel better.

We talked on Wednesday (4/25) about arranging a meeting for your mid-year review, and you did not want to do it because of your filing of the EEO complaint. You also cited the same reason when we communicated via e-mail on 4/19/01. I did talk to the EEO counsels on 4/23 and they confirmed my understanding that mid-year is about feedback on work products and performance, not related to the EEO complaint which you alleged serious conduct issues. EEO process will be followed fully to resolve the conduct issues; in the mean time, we still need to get together for the mid-year on work product feedback.

I have reserved 3 PM on Monday afternoon (4/30) for your mid-year review. Hopefully you can make it and please confirm as soon as possible. Thanks.

Cecil T. Hua

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-----Original Message-----

From: sankhya [mailto:vadulam@earthlink.net]

Sent: Friday, April 27, 2001 6:34 AM

To: Hua Cecil T

Cc: Murray Charles A; sherdana.t.watkins@irs.gov; olga.perez@irs.gov; Scott Dee

Subject: Out today and possibly Monday.

Cecil,

I will be out today and possibly Monday due to health reasons.

regards,

N. Srinivasan.