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Award for Quality Improvement

is presented to

National Security Agency/Central Security Service
Fort George G. Meade, Maryland

In recognition of significant achievement in quality management

The President's Quality Award Program
1999

“The work force won it!”

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Frketic Honored for Outstanding Service to NSA

On July 28, on behalf of Lt Gen Michael V. Hayden, USAF, DIRNSA, Mr. Terry Thompson, Deputy Director for Support Services, bestowed the Director's Distinguished Service Medal on COL John D. Frketic, USA, the outgoing Garrison Commander of Fort Meade.

This honor was in recognition of COL Frketic's distinguished service,



COL John D. Frketic

support, and assistance to NSA from July 1997 to July 1999. The presentation was made during the official Change of Command ceremony honoring COL Frketic and the incoming Garrison Commander, COL Michael J. Stewart on Fort Meade's McGlachin Field. The ceremony was hosted by MG Robert R. Ivany, Commanding General, United States Army Military District of Washington.

Antiterrorist Support

In July 1997, one of COL Frketic's first responsibilities as Garrison Commander was to act as chairman of the Antiterrorism Force Protection (ATFP) Committee. In this role, he provided vital assistance to NSA in meeting Federal ATFP regulations.

In addition, COL Frketic was actively involved in the early stages of NSA's Perimeter Security Antiterrorism (PSAT) Upgrades Program.

Throughout his tenure as Garrison Commander, COL Frketic showed great concern for NSA's mission and people as evidenced by his outstanding support of NSA's ATFP efforts. COL Frketic's foresight and keen understanding of the Intelligence Community proved invaluable in melding the Agency's PSAT requirements and much-needed security upgrades with the welfare and morale issues important to Fort Meade.

COL Frketic also provided guidance in the privatization of the Agency's utilities, by ensuring that utilities supporting critical NSA systems received "reliable and redundant" capability. His efforts resulted in support from the Department of Public Works in providing quick responses to malfunctions on weekends and the prevention of damage to Agency equipment on several occasions.

COL Frketic also recognized the need to improve the quality of life for NSA's service personnel. He was involved in expediting the scheduling of unaccompanied personnel housing privatization at Fort Meade. COL Frketic's efforts were critical in gaining the support of State and county leadership for Route 32 upgrades and road improvements for safer access to the Agency. The Agency is indebted to COL Frketic for enhancing the partnership between NSA and Fort Meade.

The new Garrison Commander, COL Michael J. Stewart was commissioned as a military intelligence offi-

cer in 1974 and entered active duty in 1977 after earning a bachelor's degree in political science and graduating from Washburn Law School. His distinguished career includes serving as the deputy chief of an intelligence task force during Operations Desert Storm and Desert Shield. This highly decorated officer was also the First



COL Michael J. Stewart

Team's Assistant Chief of Staff for Intelligence (G-2); attended the Army War College; and served as the G-2, Eighth United States Army, Korea.

In welcoming COL Stewart, Mr. Thompson expressed his hope that the close partnership begun between NSA and Fort Meade under COL Frketic would continue to flourish under the leadership of COL Stewart. —lmy

All Newsletters distributed to Agency facilities outside NSA, should be treated with extreme care; these Newsletters should not, under any circumstances, be taken outside the facility. Because the Newsletter contains information about NSA employees and activities which is not routinely made available to the public, reasonable care must be taken to keep it within the circle of Agency employees, retirees and immediate families. Newsletter copies received in the mail or taken from Agency buildings should be given special care and should be destroyed as soon as they have been read.

DIRNSA'S DESK

**A Hero for the 21st Century**

The theme for Hispanic Heritage Month this year is "A Vision for the 21st Century." In light of that, I'd like to remember a hero—MSGT Roy P. Benevidez.

On May 2, 1968, then SSGT Benevidez earned the Medal of Honor while serving with the 5th Special Forces Group, Republic of Vietnam. Upon hearing that a 12-man reconnaissance team required emergency extraction near Loc Ninh, and that three previous attempts had failed due to intense ground fire, Sergeant Benevidez voluntarily boarded a returning aircraft to assist in another extraction attempt. He directed the helicopter to a safe landing zone, then ran 75 meters under withering fire, taking multiple wounds to reach the remnants of the team. Despite his wounds, he formed a defensive perimeter, directed the aircraft into position, and carried wounded team members aboard while providing protective fire. As enemy fire intensified, he hurried to the body of the dead team leader to recover classified documents, receiving serious wounds from small arms fire and grenades. At nearly the same moment, the pilot was mortally wounded and the helicopter crashed. Although severely wounded, Sergeant Benevidez secured the classified documents and aided the wounded out of the overturned aircraft. He then formed a defensive perimeter and directed tactical air strikes until another extraction could be attempted. Wounded again while administering first aid to one of the survivors just before the rescue helicopter landed, he ferried his comrades to the aircraft, killing one enemy hand-to-hand and saving the aircraft as two enemies rushed from a blind angle. With little strength remaining, he made one last trip to the perimeter to ensure all classified material had been secured or destroyed. Only then did he permit himself to be pulled aboard the extraction aircraft. President Reagan presented the Medal of Honor to MSGT Benevidez in 1981.

A true American hero, MSGT Benevidez did not rest on his laurels. He dedicated the remainder of his life to helping others. He spoke at the Agency and participated in talks and seminars sponsored by the National Cryptologic Museum. Sadly, MSGT Benevidez passed away on November 29, 1998. His story is recounted as part of the new Vietnam exhibit at the National Cryptologic Museum.

MSGT Benevidez's lessons live on and bring us forward to "A Vision for the 21st Century." We must neither forget nor become trapped in the past. We must constantly strive to better our future. NCS-21 is our ticket into the 21st century, and Goal 5 states, "we will maintain a work environment that values the unique contributions of each employee." Diversity will be our strength. In addition to MSGT Benevidez, there have been Hispanic Medal of Honor recipients in just about every major conflict involving American soldiers, including the Boxer Rebellion in China. We must remember our past and the valuable contributions of diverse groups as we move into the future. Hispanic Heritage Month means that we move forward, yet we remember.

Michael V. Hayden

Agency Wins Prestigious President's Quality Improvement Award

by the Assessment, Measurement, and Evaluation Office

On behalf of the Agency's work force, Miss Barbara McNamara, Deputy Director, NSA/CSS proudly accepted the President's Quality Improvement Award (PQIA) during the 1999 Excellence in Government Conference held in July in Washington, DC. NSA/CSS was one of three organizations recognized with this award. At the conference, NSA exhibited a display booth showcasing its best practices. Mr. Jim Newton, Chief of Staff, Support Services Organization and Ms. Maureen Baginski, Chief, DO Intelligence, Oversight, and Policy also represented the Agency at an award recipients' workshop that focused on customer service.

For the past 2 years, NSA/CSS has participated in the President's Quality Award (PQA) Program as the next step in its continuous improvement journey. NSA/CSS was selected as a DOD finalist both years, and this year the Agency was selected by OPM to receive the PQIA.

The PQIA recognizes NSA's process improvement efforts in delivering quality products and services to its customers.

External examiners evaluated NSA against the PQA Program criteria. They determined that the Agency was deploying improvement systems throughout most areas and work units and attaining results in important business areas.

The quality journey began in 1988, resulting in the implementation of many process improvements. The National Cryptologic Strategy for the

21st Century (NCS-21) is the Agency's plan for achieving its mission of information superiority, and the Unified Cryptologic Architecture (UCA) 2010 is NSA's guide for strategic direction. Throughout the journey, employees learned that to be successful they must deliver timely and reliable products and services to customers and effectively manage processes, partnerships, technology, and resources.

The President's Quality Award Program highlighted the following attributes, in the seven categories, that led to the Agency's recognition.

NSA's Leadership focuses on:

- ♦communicating with the work force,
- ♦developing values and goals,
- ♦benchmarking with the public and private sector,
- ♦training the work force, and
- ♦meeting with customers and stakeholders.

NSA's Strategic Planning reflects:

- ♦a formal, documented process;
- ♦consideration of customer and stakeholder requirements;
- ♦human resources planning to ensure a technical work force; and
- ♦a process to integrate planning, programming, and budgeting.

NSA's Customer Focus involves:

- ♦soliciting requirements from customers;
- ♦placing representatives at customer sites;
- ♦training in customer service skills; and

- ♦establishing a program for customer visits, an advocacy office, and a customer feedback process.

NSA's Information and Analysis efforts include:

- ♦quarterly corporate performance assessments;
- ♦a balanced scorecard approach to measurement;
- ♦teams working to identify, evaluate, and improve information and data sources;
- ♦organizing and updating comparative data for access to current best practices, studies, etc.;
- ♦a benchmarking guide; and
- ♦a pilot program for activity-based costing.

NSA's Human Resources efforts include:

- ♦a human resources plan,
- ♦a compensation and recognition system,
- ♦onsite professional development programs,
- ♦an employee satisfaction survey,
- ♦a suggestion program, and
- ♦internal customer service centers.

NSA's Process Management reflects:

- ♦product and process improvements,
- ♦anticipation of customer requirements,
- ♦partnerships with industry, and
- ♦state-of-the-art processes for developing and designing new systems.

NSA's Business Results manifest themselves in:

- ♦reduced delivery times of time-sensitive information,
- ♦increased levels of customer satisfaction,
- ♦increased levels of employee satisfaction,

- ♦investment in work force education and training,
- ♦a more productive recycling program,
- ♦reduced time lost due to injury and illness,
- ♦reduced time for the security processing cycle, and
- ♦positive trends in recruitment and retention rates.

NSA has made significant progress toward excellence. The new challenge is to continue the improvement journey by using the feedback the Agency received from the PQA process.

According to Miss McNamara, "Now the real challenge begins. It

would be easy to view this success as the end of our hard work, but it is essential that we consider it the start of the next phase of our quality journey. I am eagerly anticipating the strides that NSA/CSS will make in the future as we use the feedback we received through the PQIA process to continue improving."

For those interested in taking an active role in the next phase of NSA's journey, contact the Assessment, Measurement, and Evaluation Office at 963-1157(s).

 "One Team, One Mission—Information Superiority For America and Its Allies"

The Paper Chase

Last year, the Facilities Services and Logistics Services offices partnered for Phase II of Operation Spring Cleaning, "The Paper Chase." A huge success, this project involved turning in water-soluble paper products for recycling. The completion of this project resulted in a collection of 58,920 pounds (29.4 tons) of water-soluble paper from 19 buildings.

The 1999 Paper Chase begins in October. Acceptable items include newspapers and inserts, carbonless paper, magazines, FAX paper, catalogs, copier paper, cardboard, file folders, junk and bulk mail, paper bags, computer paper, wrapping paper, packaging paper, envelopes, color paper, paperboard, books (all types), office paper, and computer manuals. *All water-soluble paper will be treated as classified material.*

For additional information, contact Cartier McKinzie at 963-6782(s), 301-688-5992, or cdmckin@nsa or

Vernon Shiflett at 972-2486(s), 301-688-5467, or vlshifl@nsa.

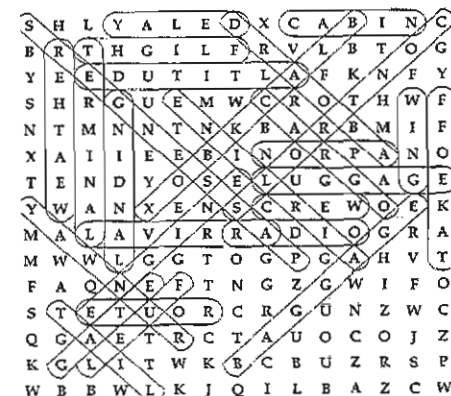
1999 Operation Spring Clean-up Phase II Schedule

Building	Dates	
CANX	October	4-5
NBP	October	6-7
Laurel	October	8
SAB 1	October	12
SAB 3	October	13
SAB 4	October	14
OPS 3	October	15
FANX I	October	18-19
FANX II	October	20-21
FANX III	October	22-25
APS 20	October	26-27
R&E Bldg.	October	28-29
HQS Bldg.	November	1-2
OPS 1	November	3-4
SPC	November	5
OPS 2A	November	8-9
Tordella	November	10
SPL	November	12
OPS 2B	November	15-16
Contr. Loc.	November	17

Months	C	F	G
1994	1.33%	(2.96%)	7.22%
1995	37.41%	18.31%	7.03%
1996	22.85%	3.66%	6.76%
1997	33.17%	9.60%	6.77%
1998	28.44%	8.70%	5.74%
1998			
August	(14.47)	1.66	.49
September	6.33	2.36	.44
October	8.19	(.52)	.41
November	6.04	.56	.42
December	5.76	.30	.43
1999			
January	4.19	.71	.42
February	(3.09)	(1.74)	.38
March	3.99	.54	.47
April	3.86	.29	.46
May	(2.36)	(.89)	.47
June	5.54	(.33)	.49
July	(3.14)	(.43)	.52
Last 12 Months	20.10%	2.47%	5.54%

Percentages in () are negative.

ANSWERS TO THE SEPTEMBER PUZZLE



Hispanics—Shaping the Future

by the Office of Equal Employment Opportunity

The U.S. Congress sets aside the period from September 15 to October 15 each year for the Nation to celebrate Hispanic heritage. It is fitting that Americans observe Hispanic Heritage Month—for it was in the U.S. that the term “Hispanic” was coined to describe the divergent people of Spanish-speaking heritage.

Cultural activities are staged coast-to-coast to demonstrate diverse Hispanic roots and customs. Hispanic Americans represent more than two dozen countries of origin and U.S. territories and states, and live and work in every part of the country.

Influencing Popular Culture

Hispanic culture is so prevalent that according to author Ellen Summerfield, salsa has now officially replaced catsup as the Nation’s top-selling condiment. Whether through food, music, arts and sciences, or business and trade, a cultural exchange is rapidly occurring and Hispanics are changing the country.

Hispanics are, arguably, more culturally diverse than any other U.S. minority. Through heritage festivals, even Hispanics themselves learn more about each other. This mutually beneficial spirit is also spreading to other Spanish-speaking countries through greater communications via satellites, the Worldwide Web, and the growth of Spanish-speaking television and radio. There are also efforts underway to standardize the Spanish language among the international media.

The new millennium will bring unprecedented opportunities for Hispanics, due in part to their ballooning

population, growing representation in local and Federal politics, and an emergence in all sectors of American enterprise. With this growth comes a renewed responsibility for Hispanic leadership to shape not only their culture’s future, but also national policy.

Challenges will likely include increased recruiting and retention of Hispanics into the Armed Forces, the prospects of North American Free Trade Agreement expansion, the evolution of Cuba as a non-Communist nation, the possible addition of Puerto Rico as the 51st state, language issues, and comprehensive immigration policy revision.

Nation building is a dynamic process—building on the best of what each culture has to offer may be the country’s greatest attribute. As Federico Mayor Zaragoza, Director General of the United Nations Educational, Scientific, and Cultural Organization (UNESCO), said, “America’s main role in the new world order is not as a military superpower, but as a multi-cultural superpower.”

A Demographic Portrait

There are several essential points to remember when studying about Hispanics. Many Hispanics live in the U.S.; there are many cultures and subgroups composing Hispanics; and many Hispanics have lived in territory occupied by the U.S. for a very long time.

The term “Hispanic” is derived from the Latin word for Spain (Hispania). In the U.S., some consider the word “Hispanic” to be a bureaucratic government label used for census pur-

poses. Indeed, the Census Bureau defines Hispanics as residents of the U.S. who are of Spanish-speaking ethnic groups, origin, or descent. The categorization appeared for the first time in government reports in 1978.

The Federal government has been slow to recognize the importance of differentiating this minority. The landmark 1970 census was the first to enumerate those of Spanish origin or descent, thereby distinguishing between Mexican Americans, Cuban Americans, and Puerto Rican Americans.

There were also separate categories for Central and South Americans and “others.” Previous iterations included a variety of labels such as Latino, la Raza, Spanish-speaking, country of origin, and Spanish surname.

The census effort is further complicated because Hispanics are an ethnically and racially diverse group, with many heterogeneous cultures, indigenous languages, and dialects. It is possible for a Puerto Rican man who is ethnically Hispanic to be racially black or white. Any discussions of demographics must account for these statistical intricacies.

More recent data indicates that Mexican Americans compose the largest subgroup of Hispanics in the U.S., followed by Central and South Americans, and Puerto Ricans. The smallest subgroups comprise Cuban Americans and Caribbean Islanders.

Population Growth

The U.S. population, approximately 270 million, is expected to increase by 130 million in the next 50 years. The largest growth is predicted in the Asian and Hispanic communities.

In 1990, Hispanics made up 9 percent of the Nation; they are expected to account for a quarter of the popu-

lation in the next 2 generations. California claims more than 30 percent of their population as Hispanic and that proportion is expected to rise to 40 percent within the next several years.

As a result of higher birth rates among immigrants and other non-white populations, whites are predicted to comprise only a simple majority (53 percent) by the middle of the 21st century. Similarly, the U.S. Bureau of Labor Statistics projects that the Hispanic portion of the American labor force will increase 36 percent by 2006.

Summary

Hispanics have made an indelible mark on the history and culture of the U.S. As the Nation enters the 21st century, the myths of the melting pot and total assimilation appear naive, since there has been a considerable resurgence of ethnicity.

The United States will either be a nation that fully embraces the cultural pluralism and multilingualism or one that disparagingly separates along ethnic, social, racial, or economic lines.

The future requires that all Americans help build a diverse, technologically sophisticated, and cosmopolitan

society with concern for human values and principles.

To accomplish this, American society requires trust and knowledge. With consideration, courage, and understanding, all of which lead to wisdom, the tapestry of a modern America will continue to flourish.

Article taken in part from the DOD Hispanic Heritage Month HomePage.

Calendar of Events

September 14—DOD Hispanic Heritage Month kickoff, the Pentagon

September 22—Display “Hispanics in the American Revolution,” OPS 2A Cafeteria

September 23—Hispanic Heritage Luncheon, Canine Suite, Speaker: Lt Col Falto-Heck, NRO

October 14—Hispanic/Anglo Communications Workshop, Canine Suite

Visit the EEO HomePage for additional event information.

Mark Your Calendar

September 28—Employee Assistance Service (EAS) Open House

The Employee Assistance Service is commemorating 10 years of service to Agency personnel with an Open House, Tuesday, September 28, 1:00–3:00 p.m. in its office at 7272 Park Circle Drive, Hanover, MD. Visit the EAS for some light refreshments and meet the staff. For more EAS information, check out the EAS HomePage on the NSA Web at <http://www.s.nsa/OHESS/s214/EAS.html> or call 410-712-4444.

October 8—R&E Reunion

Invitations to the R&E reunion were mailed in late July. The reunion will be held at the Fort Meade Officers Club, October 8, 4:00 p.m. Those who did not receive an invitation but wish to attend should contact Hellen Stewart at 410-761-0105 or Rose Kallenbach at 410-255-7581.

Retirements

37 Years

Geraldine G. Garrett

William H. Shellenberger

35 Years

Alexander J. Heim

34 Years

Avon H. Garrett

33 Years

Patricia A. McAndrew

32 Years

Jeanne Y. Zimmer

31 Years

Gary W. Secrest

30 Years

Robert E. Glasgow

26 Years

Ira B. Newman

Menwith Hill Picnic

The Menwith Hill Picnic will now be held every other year. The next picnic will be at Blob’s Park, September 9, 2000. Volunteers are needed now for the MHS committee. Replacements for the treasurer and publicity chairman positions are also required. The deadline to assume these positions is May 2000. Interested individuals should provide their name, organization, phone numbers, building and room numbers, and position of interest via E-mail to Carol Burroughs (caburro), Barbara Seelos (baseelo), or Judy Losleben (jrseelo).

Protective Services—More Than Meets the Eye

An Overview of NSA's Protective Services

by T.C. Carrington and Debra L.Z. Potts

In 1986, the Administrator of the General Services Administration (GSA) delegated the authority to protect NSA assets to the Director, NSA. NSA's Proprietary Police Force was formed to assume the role GSA's Federal Protective Service had previously held. As the largest major process in the Support Services Organization's (DS) Office of Security, and one of the largest divisions in the Agency, Protective Services (PS) provides a visible, first-line armed defense of the Agency, thereby deterring threats against the Agency, its facilities, and personnel on a year-round, 24-hour basis. To accomplish the overall mission of asset protection, PS employs two processes—Operations and Emergency Services. Agency personnel regularly observe officers standing post at pedestrian and vehicle control points, checking badges, and responding to various calls for assistance, which are the most visible duties of their daily routine. However, the "force" has become very diversified, with a host of abilities and responsibilities in many areas.

PS Operations

The PS process consists of Fixed, Mobile, and Response Post Operations, and the Training, Range Management, and K-9 Units.

Asset protection is the overall mission of PS. Currently, PS provides customer-focused, risk-management based law enforcement and security services. The officers man strategically placed fixed posts and mobile patrols, throughout NSA compounds, 24

hours a day. With the placement of personnel throughout NSA compounds, PS strives to maintain the secure integrity of the Agency and the surrounding area through the continual performance of three key activi-



Officer Diana Cabrales responds to a call from the Communications Center.

ties—observation, reaction, and deterrence.

Since an officer is generally the first Agency employee a visitor encounters upon arriving at NSA, PS officers serve as ambassadors of the Agency. They not only ensure a secure environment, but also provide direction and assistance to all Agency employees and visitors. Strategically placed throughout NSA compounds, officers observe a myriad of personnel and activities in and around NSA spaces on a daily basis. A staggering number of employees and visitors enter and exit the compounds each day. In an effort to safeguard and streamline employee and visitor access to the various compounds, PS employs a proactive access control system. Officers at vehicle gates and building entrances ensure that only authorized personnel

gain access to the inner compounds. When necessary, PS officers investigate situations, vehicles, and individuals that are of potential security concern. This may involve stopping and questioning individuals or occupants of suspicious vehicles, and detaining or possibly arresting suspicious persons. To ensure that visitors or affiliated persons do not introduce prohibited items or contraband into sensitive Agency facilities or compounds, PS employs the use of security inspections and metal detection units.

In addition to monitoring vehicular and pedestrian access to the facilities, PS officers react to numerous requests for information, keys, and other types of assistance. Even with the recent installation of the automated key access machines, PS officers are responsible for issuing many controlled keys, and performing daily key inventories. PS also issues badges to personnel when the Visitor Control Centers are closed. This frequently involves coordinating with personnel from various other Agency organizations in an effort to facilitate authorized access for employees and visitors. The foremost concern is providing efficient customer service and effective security, while ensuring Agency operations are not disrupted.

Officers are trained and prepared to react effectively in various situations. Officers not assigned on post remain in a response-ready mode. When an emergency call is made to the PS Communications Center (ComCenter), response officers and mobile units are dispatched to the scene. PS officers have an impressive emergency response time of fewer than 3 minutes. When arriving on the scene, officers have been trained to take control and provide direction to other per-

sonnel in the area. All officers are certified in CPR, first aid, and the Automated External Defibrillator Unit operation.

The PS Training Unit is responsible for PS recruit, in-service, and firearms



Officer Ann Carn validates the need for a vehicle to enter an NSA compound.

training, and provides training to other Agency employees and external agencies upon request. The staff frequently partners with other highly specialized PS units, the National Cryptologic School, and various Agency organizations to develop courses and provide personnel with the necessary training. In FY98, the training staff assisted in teaching several personal protection courses. PS firearms instructors trained NSA military and civilian personnel in the use of firearms. This staff and PS logistics personnel also coordinate deployment of weapons to the field in support of Agency operations.

All firearms training is accomplished through close coordination with PS's Range Management staff. The staff is responsible for scheduling and monitoring range use, providing range safety briefings, performing range maintenance, and coordinating range closings for DOI programs including hunting, fishing, land conservation, and ground testing.

The Explosive Detection Canine Unit, referred to as the K-9 Unit, is a visible deterrent to would-be threats to Agency security. In July 1998, the Office of Security procured a number of explosive-detection dogs and trained PS officers as handlers. In response to the ever-increasing need for the K-9 Unit support, the Office of Security procured additional dogs in May 1999. Overviews of the PS K-9 Unit were published in the February 1999 issue of the *NSA Newsletter* and the August 25, 1998 issue of the *NSA Communicator*.

PS Emergency Services

This process consists of Emergency Management, ComCenter, Mobile Operations, Special Operations Unit, Executive Protection, and PS Records Management.

PS is at the forefront of emergency management at the Agency. The personnel tasked with this responsibility contribute to establishing comprehensive heightened security alert protocols for NSA's Critical Incident Management Plan (CIMP) and mission-specific protective programs for emergency response to facilities. These individuals developed strategic alliances with Fort Meade, Anne Arundel County, and other emergency service providers to ensure that NSA will have ample backup support for special events and emergency situations.

The PS ComCenter is transparent to most of the Agency. This self-supported team provides the nucleus to PS Operations. They provide command, control, monitoring, and operation of the Agency's intrusion detection, closed circuit television (CCTV), and radio dispatch system for PS officers at all NSA sites. The

PS ComCenter is located with the Support Services Operations Center (SSOC) and the Facility Control Center (FCC) in the DS Emergency Management Center. The officers on duty, usually two or three per shift, handle more than 1,500 telephone calls a day, processing requests for assistance, alarms, and radio dispatch services. In addition, ComCenter personnel provide emergency and non-emergency radio dispatch to PS response units while monitoring thousands of alarms and hundreds of CCTV monitoring points. This team also maintains and provides response of the Field Communications/Mobile Command Post 24 hours a day to support any incident.

The Mobile Patrol team displays high visibility, alertness, and aggressive patrols in their daily operations to



ComCenter Officers Lorraine Lelley and Robert Matia coordinate an emergency response.

provide the first line of defense to NSA. They also enforce pertinent traffic and parking laws and regulations on NSA property in accordance with Maryland Vehicle Law. Mobile units respond to more than 700 emergency calls a year including accidents, fire and smoke alarms, and medical emergencies. Officers also answer numerous calls for motorist assistance (including lock outs or jump starts), stop suspicious vehicles on NSA prop-

erty, and provide support to visiting dignitaries and various special events. Fort Meade Campus patrols generally put an average of 3,850 miles on a mobile unit each month, that is an average of approximately 46,230 miles for each mobile unit a year, just by patrolling the area.

PS's Special Operations Unit/Emergency Reaction Team (SOU/ERT) is trained and prepared to respond to incidents, establish safe perimeters, evacuate personnel, and make emergency entries, when necessary. Many Agency personnel have noticed the "Men in Black" standing stoically at selected locations, displaying a formidable deterrent presence.

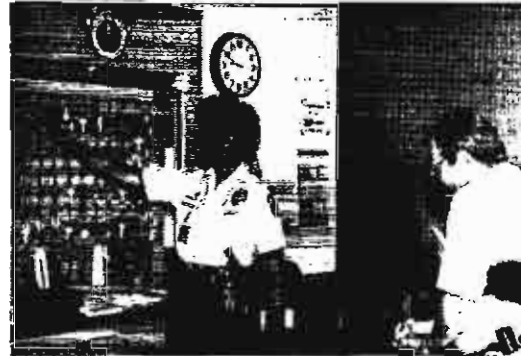
The Executive Protection Unit consists of several PS officers assigned to provide transportation and protection for the Director and the Deputy Director, NSA/CSS. They also conduct proactive advance preparation, coordination, and onsite security oversight of locations at which the Director or the Deputy Director are scheduled to appear.

Officers selected for this prestigious assignment receive extensive specialized training in protective driving, executive protection, and firearms. They interact with personnel at all levels within the government, as well as other Federal, State, and local law enforcement agencies. When circumstances dictate augmentation of this unit, members of the SOU/ERT are detailed to assist.

Special Tasks

In recent years, various Agency organizations requested PS to perform functions beyond its traditional security role. Requests for officers to perform courier runs, security off-site details, and operational support are not uncommon. For example, in

1998, PS officers performed 23 out-of-state special courier runs and escorted special shipments on an as-needed basis, ensuring expeditious delivery of critical orders. These activities continue in 1999 and are expected to be per-



Officer Mamie Johnson issues a key to employee Robert Wilkerson.

formed indefinitely. Additionally, throughout the year, PS supported more than 25 Agency functions held in various locations throughout the United States and overseas.

The contingent of PS officers permanently assigned to Finksburg routinely provide invaluable service to the site beyond their security and law enforcement functions. Since 1995, these officers have voluntarily agreed to receive specialized training in processing worldwide customer-service calls for the STUIII help desk. In 1998, they completed 6,317 STUIII help desk customer service actions in addition to performing their main PS functions.

An astounding 22,611 of these actions have been completed by PS officers since receiving initial training in 1995. This real time telephone support to the INFOSEC Operations and Support Group and numerous customers around the world, provided an avenue for receiving emergency calls and enabled the group to expand its hours to undertake additional special tasking requirements of its own.

Finally, PS supports various Agency social functions including the McGruff Crime Dog program. Officers don the McGruff suit and appear at various Agency events delivering safety information.

PS also supports the American flag presentations. The Agency presents an American flag that has flown over the Agency to retirees (with at least 5 years of service). PS is the organization tasked to ensure that those flags are flown, folded "military style," and prepared for presentation. Thousands of flags are flown over the Agency, more than 2,500 in 1998. Flag recipients can be assured their flag was proudly flown over the National Security Agency.

For additional information, contact Protective Services at 963-4703(s) or 963-1734(s).

Did You Know...?

- ❖ PS is the only organization within NSA that has law enforcement authority.
- ❖ PS is the only police and security organization in Maryland to be universally equipped and trained in the use of automated external defibrillators.
- ❖ PS is the only police and security organization in Maryland equipped with vehicle-mounted thermal imaging devices.
- ❖ Last year, PS responded to 779 emergency incidents, with an impressive average response time of fewer than 3 minutes.

Action Line

ALL AMERICAN

Dear Action Line,

A few years ago, I quietly rejoiced when the "I Am An American" Festival was announced. At last, I thought, a brief time to celebrate the things that bring us together, rather than those that divide us. Unfortunately, it seems to have become just another "hyphenated-American" celebration, dedicated to emphasizing our differences rather than our common heritage, ideals, and values. I was especially saddened by this year's poetry contest that asked for poems that "focus on skills, education, experience, talent, and other things that make us unique, as well as heritage, race, and gender."

Since the beginning of recorded time, our differences have caused us to kill each other, enslave each other, and inflict unimaginable suffering on each other. Do we learn nothing from history? Did the tragic events in Northern Ireland, Africa, Yugoslavia, Jasper, TX, New York City, and Littleton, CO teach us nothing?

Please do not let our country become "Balkanized." Of course we are all unique. Of course we identify with this group or that, and we have every right to have pride in our heritage. But please, let us not make group identification the only, or even the most important, focus of our society. Let us also celebrate our freedom, our opportunity, and the incredible accomplishments of our great country. Let us, at least occasionally, celebrate our shared American heritage.

—An Irish- Scottish- Native- French- Cajun-
German-American

Dear American,

To truly appreciate and celebrate the power of our diversity as an organization and as a Nation, we need to have an understanding of the many facets of diversity. Typically, diversity is thought of in the limited context of race, color, national origin, age, gender, religion, disability, and sexual orientation. In addition to these factors, we have the added diversity of a widely varied set of skills, education, experiences, and talents.

The beauty and strength of this Nation is that we allow diversity to thrive in an environment of individual freedom and national unity. Our hope with the "I Am An American" Festival (IAAF) is to celebrate our ability to capitalize on the diver-

Have a question or thought to express? Use Action Line! Opinions expressed in letters do not necessarily represent official viewpoints or the views of the Newsletter Staff.

sity of our organization to be the best team we can be as we protect the Nation we so love and value.

We are in a period of changing pluralism, in which the concept of the melting pot is evolving to more of a mosaic. The difference is that the melting pot expected and demanded significant assimilation and acculturation to fit into the unified national culture and structure. The mosaic celebrates the diversity of cultures as a key element of our strength, with no less emphasis on the pride and unity of the Nation. The poems that were submitted for the contest were excellent examples of such celebrations. To read these poems, visit the IAAF Home Page at <http://doddev02.a74.a.nsa./iaaaf.nsf/Poetry>.

—Mike O'Hara, Chief, Office of Diversity Programs

IN RETROSPECT

In the last 6 years, 175 Action Line letters have been published in the NSA Newsletter. The Newsletter Staff thought it would be of interest to its readers to publish the general breakdown of subjects that have been on their minds through the years.

Agency Services—11 letters
Compliments—11 letters
Computers—2 letters
Escalators and Elevators—6 letters
Food Services—11 letters
Joggers—3 letters
Landscaping, Buildings, Cleaning—14 letters
Mail and Burnbags—3 letters
Miscellaneous—31 letters
Parking, Crosswalks, Traffic, etc.—13 letters
People—18 letters
Performance Appraisals, Promotions, Awards—8 letters
Personnel and Programs—21 letters
Safety—8 letters
Security—8 letters
Smoking—5 letters
Work Attire—2 letters

Club Notes

Celtic Forum meets the last Tuesday of every month. Anyone interested in the culture, art, languages, or heritage of the Celtic lands (Brittany, Cornwall, Ireland, Man, Scotland, and Wales) or peoples is welcome to attend. For further information, contact Karen Davis (kmdavis@nsa), 301-688-7884.

Comic Book/Science-Fiction Memorabilia Collectors Club meets the first Friday of every month. The club provides a forum for people interested in comic books, science fiction, games, and other fandom. A second meeting for family members to attend is held on the third Saturday of each month at the Provinces Library. For more information, contact Ann White (abwhit1@nsa).

Deep Sixers SCUBA Diving Club will hold its monthly meeting Thursday, September 16 at 7:00 p.m. Possible fall trips include a heated lake in West Virginia and fossil hunting at Calvert Cliffs. There is quarry diving at Bainbridge most weekends and an Atlantic Ocean dive scheduled for late September off the coast of Delaware. There is an on-line Deep Sixers Dive Club through home INTERNET connection that offers a chat room, message board, on-line calendar, and photo gallery. For more club information, contact the president, Mark, at 301-688-7681 or the vice president, Vince, at 301-688-2869.

Hispanic Forum meets every month and offers a wide array of activities throughout the year. For more infor-

mation about the forum's goals, activities, and how to join, subscribe via Electronic Subscription Service (ESS) 1252 or contact Ivette Collazo (imcolla@nsa). The Hispanic Forum's activities are open to all Agency employees.

Parkway Coin and Stamp Club will hold its monthly stamp meeting Thursday, September 9 at noon. The monthly coin meeting will be Thursday, September 23 at noon. Meeting locations will be displayed in the showcase opposite the OPS 1 Cafeteria entrance during the respective week of each meeting. Anyone interested is invited to attend. For stamp club information, contact Grover Hinds at 301-688-4598. For coin club information, contact Mitch Ross at 301-688-8428.

Single People in Activities Recreational and Cultural (SPARC) events for September include a singles dance, dining out at the Rainforest Cafe, a day trip to Busch Gardens, a movie and dinner evening, a day outing at the Maryland Garlic Festival, a pot luck dinner, an activities planning meeting, and weekly happy hour and trivia at Hurricanes. For more information, subscribe to ESS 1444 or contact Sally Biggerstaff at 972-2270(s) or 301-688-0146.

Socially Oriented Bikers Motorcycle Club will meet Wednesday, September 1 and October 6, 5:00 p.m. at Perry's in Odenton. Meetings are scheduled for the first Wednesday of every month. Upcoming rides include "Ride for Kids" in Columbia, September 19 and Harpers Ferry, October 9. A fall membership picnic is planned for mid-September. Membership dues are \$12 per year. For further information, contact Kent Cooper at

301-688-0905 or Brenda Hine at 301-688-4292.

Women and Men in NSA (WIN) will hold its 15th Annual Art Auction, September 24, at the Fort Meade Officers Club. Tickets are \$7 per person or \$24 for 4 people. All proceeds from the auction will benefit WIN's Barbara W. Clark Undergraduate Scholarship Fund.

September Film Festival

The Cryptolinguistic Association (CLA) Film Library will feature a series of foreign-language videos, all with English subtitles.

◆"Wend Kuuni" (More, 1982, 70 minutes); September 13 and 20; 11:05 a.m.-12:15 p.m.

◆"Danzon" (Spanish, 1993, 103 minutes); September 14, 11:10 a.m. to 12:55 p.m.; September 21, 1:05- 2:05 p.m.

◆"Zombie and the Ghost Train" (Finnish, 1991, 88 minutes); September 15 and 22; 11:05 a.m.-12:35 p.m.
"Father" (Hungarian, 1967, 89 minutes); September 16 and 23; 2:05-3:35 p.m.

◆"Knife in the Water" (Polish, 1962, 94 minutes/remastered); September 17 and 24; 11:05 a.m.-1:15 p.m.

Films will be shown in the OPS 2B Conference Center, Room 2B4118-2, except for the September 14 screening of "Danzon," which will be shown in the Friedman Auditorium. The movies are free and everyone is invited to attend. For more information, contact Drage Vukcevic (dvukcev@nsa) at 963-7770(s) or 301-688-1073.

Awards

MERITORIOUS CIVILIAN SERVICE AWARD



Carol A. Frasier



Leonard T. Reinsfelder

EXCEPTIONAL CIVILIAN SERVICE AWARD



Dennis L. Lunsford

DIRECTOR'S DISTINGUISHED SERVICE MEDAL



Richard G. Young

NATIONAL INTELLIGENCE DISTINGUISHED SERVICE MEDAL



Edward J. Smith, Jr.

DEFENSE MERITORIOUS SERVICE MEDAL



Patricia D. Rainey
LTC/USA

DEFENSE SUPERIOR SERVICE MEDAL



Thomas K. Wilson
LTC/USA

JOINT SERVICE ACHIEVEMENT MEDAL



Jack H. Blanchard
SGT/USA



Matthew J. Judd
AIC/USAF



Donald A. Robinson
SSgt/USAF

Paul Derthick's Headline Puzzleby Larry Gray

The following are headlines from recent daily newspapers. Each of the five is a different letter-for-letter substitution. All five are derived from the same mixed alphabet at different settings against itself.

1. VGWEQVSM SVWEDQSNV AUSMYD NFEDV YE BVWAVW SAWVVBVMY
2. UJSK HLK LKHUE OX LXNN LXXD JD PXOXL SJOE SHIJDX
3. EVFCMV TSEX MI JBVTRFB FCXRIO, RILWCX:TSEOWBJ VBEVMI
4. UMSBHWSEC HRCHWRFBV KMSJ TCMURVB DMC WSFCEDEVF
HMUTWFBCV
5. YVBXFWY YOLZ GLAYVSFBY, IOWYEGETAY ESITREFAR ZERO OSLY

Answer will appear next month.

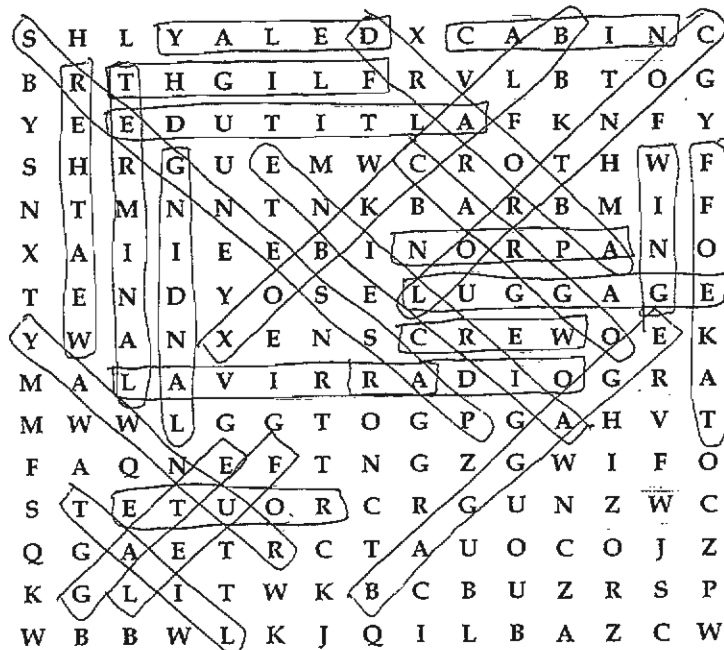
Answer to August Puzzle:

1. HONG KONG, DISNEY KEEP THEME PARK DISCUSSIONS OPEN
2. WASHINGTON MONUMENT RENOVATORS CARVING THEIR OWN NICHE
3. INDIA STEPS UP ATTACKS ON DISPUTED KASHMIR PEAK
4. BULLPEN BREAKDOWN KEEPING ORIOLES IN WEEKLONG SKID
5. STARR REPORTEDLY ORDERED TO YIELD TRIPP TAPES

Setting: DURER Key: ALBRECHT Hat: WOODCUT

...In Their Flying Machines

Hidden below are 27 words associated with traveling by air. The words read in any direction and any letter may be used more than once.



In Memoriam

Kevin S. Peters, a senior computer scientist in the Operations Organization, died May 25 in a motorcycle accident. He was 32.



Mr. Peters, a resident of Crofton, MD, earned a bachelor of science degree in computer science from the University of Maryland, Baltimore County. He joined the Agency in 1984.

Mr. Peters was a member of many CWF recreational teams. He was an avid sports fan and enjoyed participating in a variety of sports.

Mr. Peters is survived by his parents, Leanis and Coen; and a brother, Timothy.

Jessie B. Raiford, a former cryptanalyst in the Operations Organization, died March 20. She was 90.

A graduate of Meredith College, Ms. Raiford taught school in North Carolina prior to joining a predecessor of the Agency. Ms. Raiford retired in 1974 with 31 years of Federal service.

Ms. Raiford resided in Goldsboro, NC. In retirement, she adopted and supported children in foreign countries and was a volunteer math and science tutor.

In Appreciation

My mother, sisters, and I would like to thank my coworkers and friends for the many expressions of sympathy and support following the loss of my father. Your cards and flowers were a great source of comfort. Your support and kindness meant a great deal to my family and will always be remembered.

—Joe Roguski

I would like to thank my many friends and coworkers for their acts of kindness and support following the accident of my son, Montrell. The cards, prayers, and comforting words touched my heart immensely. Montrell, who is recovering remarkably well, was also overwhelmed with the NSA family's support. Thanks to all of you.

—Marsha A. Friend

My family and I would like to express our sincere appreciation for all the expressions of sympathy following the death of my mother. The flowers, cards, and prayers have been a great comfort during this difficult time. Your thoughtfulness will always be remembered.

—Patricia A. Hamilton and Family

My family and I would like to express our appreciation to my friends and coworkers for their thoughts, prayers, and cards following the death of my father. Your support was greatly appreciated.

—Maryann Brumbelow

My family and I express our deepest gratitude for the many expressions of concern and support we received following the death of my father, Stephen Maxwell. He will certainly be missed. The kindness shown by my "NSA family," helps ease the pain of our loss.

—Gloria Anthony and Family

My family and I would like to express our heartfelt appreciation for the many cards, flowers, letters, and prayers we received following the sudden death of my father. Your thoughtfulness and support meant so much to us during a very difficult time.

—Donna Prescott

We wish to express our heartfelt appreciation to our friends and coworkers for their compassionate expressions of sympathy upon the death of our mother and mother-in-law, Dorothy L. Rowe. The cards, flowers, and prayers were a great comfort to our family and us during a very difficult time. May God bless you all.

—Lawrence G. Rowe, Jr. and
Barbara H. Rowe

I want to thank all my coworkers and friends for the cards and expressions of sympathy I received following the death of my brother, Andy Westrick. I truly value your friendship and took great comfort in knowing you were all thinking of me during this most difficult time. Your thoughtfulness will always be remembered.

—Bob Westrick

We would like to thank the retired and current NSA family for their kindness and support during this extremely difficult time. The death of my wife and our mother was very unexpected. The many cards, letters, flowers, prayers, and expressions of love have comforted us greatly. Everyone's compassion and concern means a great deal to our family. God has blessed us with many great friends.

—Roy, Jeff, and Mary Whitesel

My family and I would like to thank everyone for their prayers, wonderful cards, and kind expressions of sympathy and support following the loss of our son, Kevin Peters. His life touched so many people. The young people who gave their support and took the time to express their feelings demonstrated that there are indeed beautiful young people in the world of whom we can be proud. Those feelings of pride in our son and the many lives he

touched has made our deep loss easier. Your thoughtfulness was comforting and very much appreciated.

—Coen Peters and Family

Retirements

I would like to thank everyone for their kind words and thoughts on the occasions of my official retirement ceremony and luncheon. Both were heartwarming, humbling, and greatly appreciated by my family and me. It was a wonderful conclusion to a long, diverse, and enjoyable career that allowed me to participate in events that saw the USSS excel. Thank you all for your kindness, selfless commitment, and thoughtfulness. It was my pleasure and honor to have served among and with you. God bless you.

—Cassian "Cash" O'Rourke

REPORTING ON FRAUD, WASTE, AND INEFFICIENCY

The Secretary of Defense has solicited the cooperation and support of all DOD personnel in reducing fraud, waste, and inefficiency in DOD. All personnel should be alert to opportunities for improved economies and efficiencies in NSA operations. Recommendations should be made through appropriate management channels.

To report suspected instances of fraud, waste, and inefficiency within NSA, call either the NSA Inspector General (IG) at 301-688-6666 or the DOD Hotline at 1-800-424-9098. The Hotline operates from 8:00 a.m. to 5:30 p.m. each workday and is staffed by personnel from the Defense Criminal Investigative Service. The identity of all callers will be fully protected.

Personnel using the outside telephone or contacting the DOD Hotline are reminded of security requirements: they should discuss only unclassified information. Classified conversations should be held only over the secure phone with the NSA-IG's office or with the IG's representative in person in OPS 2B, Room 2B6076. Staff personnel or others wishing to leave a message with the NSA-IG may do so by calling on the secure phone and leaving a recorded message.

Tell Us What You Think About the *Newsletter*!

The *NSA Newsletter* is now a publication of the NSA/CSS Internal Communications Cell (NICC). The NICC is very interested in learning what NSAers think about the *NSA Newsletter*. The NICC needs to know what *Newsletter* readers enjoy and what they do not, what they think should change or remain the same. To help ensure that the *NSA Newsletter* reflects the needs and desires of its readers, take a moment to answer the following questions. All responses should be received by the NICC no later than October 15. There are several ways to respond:

WEBWORLD—<http://nicc.fanx.s.nsa/newsletter/survey.html>
U.S. Mail—9800 Savage Rd, Suite 6239, Fort Meade, MD 20755
Agency mail—NICC Marketing, 2B7104, Suite 6239
Agency E-mail—niccmktg@nsa

Employee Status

Civilian Military Retiree

Age Group

under 25 26-35 36-45 46-55 56-65 66 and over

Key Component _____

Career Field _____

How often do you read the *NSA Newsletter*?

Always Often Seldom Never

Which format of the *Newsletter* do you read?

Hardcopy NSA Internal Web ESS Enlighten

Do you share the *Newsletter* with your family? Yes No

List three items that you read, with the most important first.

List the three items that are the least important to you.

What changes would you like made to the *NSA Newsletter*?
 (No idea is too "off the wall.")

*Your time and feedback are appreciated. Survey results will be published in a future edition of the *NSA Newsletter*.*

THE NATIONAL SECURITY
 AGENCY NEWSLETTER

September 1999 • Vol. XLVIII No. 9



NSA NEWSLETTER TEAM

nsanews@nsa

NSA/CSS INTERNAL
 COMMUNICATIONS CELL

The *NSA Newsletter* is published monthly by the NSA/CSS Internal Communications Cell for the information and enjoyment of NSA employees and their families.

Items submitted for publication should be sent via E-mail to nsanews@nsa or typed double-spaced, marked with the name, organization, and phone number of the sender, and forwarded to: *NSA Newsletter*, Fort George G. Meade, MD 20755-6000. Feature articles are due 2 weeks before the first day of the month preceding the month the article is intended to be published. All other items are due on or before the first day of the month preceding the month in which the item is intended to be published. For example, feature articles for the November *Newsletter* must be submitted on or before the 17th day of September. All other items must be submitted on or before the 1st day of October. All submissions to the *Newsletter* are subject to editing for space, clarity, and classification; there are no exceptions to this policy. *Newsletter* office phones are 963-1848(s) and 301-688-6610 (TDD); E-mail address is nsanews@nsa; and location is OPS 1, South Cafeteria, Room 2.

This publication does not necessarily reflect the official views of the Department of Defense.

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NATIONAL
SECURITY
AGENCY

NEWSLETTER

Volume XLVII, No. 10

October 1999

Approved for Release by NSA on
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Y2K-Ready
or Not...

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Reasonable Accommodations

by Kelly M. Buchheit

Office of Equal Employment Opportunity

The Americans With Disabilities Act of 1990 (ADA) is the law that prohibits discrimination against qualified disabled persons in employment. It also prohibits discrimination in providing government services, transportation, public accommodations, and telecommunications.

This law covers all State and local government agencies, employment agencies, labor organizations, labor-management committees, and all employers with 15 or more employees. This means that an employer cannot refuse to hire a disabled person who can perform the essential functions of a job with or without reasonable accommodation.

A reasonable accommodation is any change or adjustment to a job or work environment that permits a qualified applicant or employee with a disability to participate in the job application process, to perform the essential functions of a job, or to enjoy benefits and privileges of employment equal to those enjoyed by an employee without a disability. Reasonable accommodations may include: providing or modifying equipment or devices, part-time or modified work schedules, reassignment to a vacant position, or providing readers and interpreters.

Employers are required to provide reasonable accommodations to qualified applicants or employees unless the employer can prove that the accommodation creates undue hardship.

It is a common belief that most reasonable accommodations are expensive. However, job accommodations

are usually not expensive and can reduce workers' compensation and other insurance costs. According to the Job Accommodation Network of the President's Committee on Employment of People with Disabilities:

- ❖ 31 percent of accommodations cost nothing,
- ❖ 50 percent cost less than \$50,
- ❖ 69 percent cost less than \$500, and
- ❖ 88 percent cost less than \$1,000.

Examples of job accommodations and associated costs include:

- ❖ changing a desk layout from the right to the left side for a data entry operator with a shoulder injury (cost \$0),
- ❖ supplying a telephone amplifier for a computer programmer who is hard of hearing (cost \$56),
- ❖ providing a special chair for a district sales agent to alleviate pain caused by a back injury (cost \$400),
- ❖ using an articulating keyboard tray to alleviate strain of repetitive motion and carpal tunnel syndrome (cost \$150),
- ❖ supplying an antiglare computer screen for a person with an eye disorder—glare on screen causes fatigue (cost \$9),
- ❖ providing a revolving file holder for a clerk whose hand use is limited and is unable to access files located across the desk (cost \$85),
- ❖ providing a telephone headset for an employee with cerebral palsy (cost \$50),
- ❖ providing a deaf technician with a light indicator to notify him when a timer goes off (cost \$27), and

- ❖ changing an employee's schedule to allow for necessary rest breaks during the day (cost \$0).

NSA's Disability Affairs Program ensures that, when possible, reasonable accommodations are provided to employees with disabilities enabling them to be a productive part of the Agency's work force.

Disability Awareness Month Events

October 6 and 7, Sign Language Workshops, 9:00–10:00 a.m., OPS 2B, Room 2B4118-1 (register via the EEO HomePage)

October 14, Keynote Address, "It's Not the Disability, It's the Ability," Dana Bowman, 2:00–3:00 p.m. (register via the EEO HomePage)

Ongoing, Gallaudet University Art Show, OPS 1, 2nd floor hallway and 1st floor display cases

Information derived from the Job Accommodation Network and the President's Council on Employing People with Disabilities Websites.

All Newsletters distributed to Agency facilities outside NSAW should be treated with extreme care; these Newsletters should not, under any circumstances, be taken outside the facilities. Because the Newsletter contains information about NSA employees and activities which is not routinely made available to the public, reasonable care must be taken to keep it within the circle of Agency employees, retirees, and immediate families. Newsletter copies received in the mail or taken from Agency buildings should be given special care and should be destroyed as soon as they have been read.

DIRNSA'S DESK



Combined Federal Campaign

September marked the start of the 1999 Combined Federal Campaign (CFC) season at the National Security Agency/Central Security Service. Thank you to all the CFC keyworkers, coordinators, and canvassers who administer this important fundraising program. You provide an important service to your community.

I also commend all of you who currently give to charity, and I encourage you to continue giving. Many of you who support charitable organizations find the CFC to be an excellent and convenient way to contribute. NSA employees have contributed more than \$1 million every year since 1987, and we are the largest supporter in the Central Maryland region, contributing 26 percent of the region's total contributions.

Although NSA employees have supported the CFC continuously over the past 34 years, I feel compelled to write to those of you who are not currently supporting a charity, or who may not be aware of the value and convenience of the CFC program. The CFC is comprised of more than 2,300 different charitable organizations, and your contribution to these organizations is likely to provide a direct benefit to you, your loved ones, your neighbors, and coworkers. In addition to the variety of charities available through the program, the CFC allows you to donate to the organization of your choice through an easy, private, and flexible process right here at NSA.

Three out of every five people in the Central Maryland region will need the assistance provided by CFC charities at least once. When you make a donation, you actually contribute to a type of "insurance" plan for yourself, your family, and others in your community. If you or a family member suffer from conditions like Alzheimer's disease, heart disease, Down's syndrome, or breast cancer, then you would likely benefit from the services provided by several CFC agencies—and these are just a few examples. Even if you are very fortunate and never need such assistance, your giving will be greatly appreciated by those you help. This year's theme, "To Offer Help...is to Offer Hope!" is a wonderful way to express the great impact that you can make through a contribution this season.

Through the CFC process, you can pledge easily and privately online via the CFC Web application on the NSA Net, or you can complete a hardcopy application furnished by your CFC canvasser. Either way, you have the flexibility to choose the organizations you wish to support, and can determine the amount and frequency of your contributions. Even if you can only make a small one-time donation, your support will be greatly appreciated.

I encourage you to reflect upon the benefits and value of the CFC charities, and I urge you to join us in leaving a footprint of hope in 1999, as we step forward to offer help for the new millennium.

Michael V. Hayden

Open Season on Health Benefits

Once again, it is time for Federal employees to sort through stacks of brochures in search of the best health benefits plan to meet their needs. This year's Open Season will run from November 8 through December 13, 1999, with an effective date of January 2, 2000.

During the annual Open Season, employees may enroll in a plan, change plans, or change from one option to another within the same plan. Employees may not be covered under two Federal health plans at the same time. However, employees may cancel their health benefits coverage or change from family to self-only at any time throughout the year—these are not considered Open Season changes.

When contemplating retirement, it is important to know that individuals must be covered under a Federal health plan (either as the enrollee or as a dependent) for the 5 consecutive years of service immediately preceding retirement. This is required to continue coverage as an annuitant. Therefore, this Open Season might be the time to consider starting an enrollment. Employees who were enrolled in the Federal Employees Health Benefits Program as of October 1, 1996, may be eligible for a waiver of this requirement. Contact an Integrated Personnel Activity (IPA) for more information.

Submit Forms Early

The IPAs and the NSA Customer Service Centers (NSA CSC) will accept enrollment or change forms. Forms may also be submitted to the Health Benefits Office (HBO) located in SAB 1, room CN01. The earlier a form is submitted, the sooner an identification card from the new plan will be received. Under normal circumstances, enrollees receive an identification card within 6 to 8 weeks after the effective date. Unfortunately, this time frame can double during the Open Season due to the enormous volume of Federal participants with the health carriers. Submitting forms during the first part of the Open Season may eliminate having to pay for covered medical expenses out of pocket until membership is established with the carrier. This frequently occurs if the identification card is not received by the effective date. It may not be possible for all employees to make a decision during the first week or two of the Open Season. If forms

are submitted during the last few days, make every possible effort to hand-carry them to either an IPA or to the HBO in SAB 1, room S1CN03.

In deciding which plan is best, the following information is provided for consideration:

Fee-for-Service Plans (i.e. Blue Cross/Blue Shield, GEHA) offer the greatest freedom of choice in selecting doctors and hospitals. In addition, these plans provide coverage if employees or family members travel extensively and want protection when away from home or for children attending college out of town or out of state. Usually, fee-for-service plans provide a higher level of benefits for long-term treatment requiring physical therapy and outpatient mental-health services. However, these plans also have the greatest out-of-pocket expenses because of deductibles and copayments on some services. Many fee-for-service plans require annual membership dues to enroll. This cost is in addition to the biweekly premium.

Health Maintenance Organizations (HMOs) or Pre-paid Plans (i.e. Aetna US Health Care, Kaiser Permanente) are better suited for those who want health care with few out-of-pocket cost for physicals, office visits, and immunizations. There are no deductibles. HMOs provide preventive care for members of all ages at little or no charge other than the biweekly premium and the copayments. Medical records are in a central location and all medical needs are coordinated by a primary physician at the medical center. All referrals to specialist physicians must also be coordinated with, and approved by, the appropriate individual in the organization.

REPORTING ON FRAUD, WASTE, AND INEFFICIENCY

The Secretary of Defense has solicited the cooperation and support of all DOD personnel in reducing fraud, waste, and inefficiency in DOD. All personnel should be alert to opportunities for improved economies and efficiencies in NSA operations. Recommendations should be made through appropriate management channels.

To report suspected instances of fraud, waste, and inefficiency within NSA, call either the NSA Inspector General (IG) at 301-688-6666 or the DOD Hotline at 1-800-424-9098. The Hotline operates from 8:00 a.m. to 5:30 p.m. each workday and is staffed by personnel from the Defense Criminal Investigative Service. The identity of all callers will be fully protected.

Personnel using the outside telephone or contacting the DOD Hotline are reminded of security requirements: they should discuss only unclassified information. Classified conversations should be held only over the secure phone with the NSA IG's office or with the IG's representative in person in OPS 2B, Room 2B8076. Shift personnel or others wishing to leave a message with the NSA IG may do so by calling on the secure phone and leaving a recorded message.

Point of Service (POS) Plans (i.e. Free State, Prudential) offer a managed care product that provides members with the option of using a selected network of providers. These plans are a combination of a fee-for-service and HMO plan. If interested in a POS plan, review the plan brochure for more details, because not all services can be obtained out of the network.

Be aware that HMO plans reserve the right to terminate any physician, or to disapprove any referral, any time. However, individuals may not change from their health plan anytime. If your primary care physician is terminated from the HMO plan, another physician within the same HMO plan will be provided. Individuals may not change plans until the next qualifying event (usually the next Open Season).

Membership in an HMO may require residence within a specific geographic location, which is different for each plan. Individuals travelling outside the plan's designated service area will only be covered for an emergency or life-threatening situation. Payment of medical benefits for out-of-the-area services will be delayed because of additional approvals required by the plan.

Read the Brochures

To make a responsible decision regarding which health plan is best, take the time to read the new brochures. Even if individuals do not plan to make an Open Season change, it is important to review the new 2000 brochures for current plans because premiums and coverage may change.

The 2000 Enrollment Information Comparison Guides will be distributed throughout the Agency when the shipment is received. The comparison guide and individual plan brochures (for plans that provide an electronic

form) will also be available on the NSA WEBWORLD. The Retirement and Insurance HomePage is located at www.s.nsa/retirement/index.html, and the OPM Web is located on the Internet at <http://www.opm.gov/insure>. NSA does not receive a copy for each employee. Use the guide as a tool to narrow choices. Brochures may be obtained from an IPA, NSA CSC, HBO, or electronically at the above address. For additional assistance, contact an IPA or the HBO at 963-4524(s) or 410-854-6063.

DS Award for Excellence

The Support Services Directorate (DS) is soliciting nominations for the second annual DS Award for Excellence (DSAFE). It is time to start thinking about all the Support Services personnel who provided exceptional service throughout FY99, and write a nomination today!

The DSAFE is the highest honorary award that a DS individual or DS-led team may be awarded. The award recognizes DS teams and individuals who excel in customer focus, knowledge sharing and teaming, and who make outstanding contributions to DS corporate goals. DS-led teams that include members from other Key Components are also eligible. Awardees will be recognized at a ceremony in April 2000.

Submissions will be accepted from October 1 through November 15. For additional information regarding this award, visit the DSAFE Website at <http://www.s.nsa/excellence> or visit the nearest Customer Service Center or Integrated Personnel Activity/ Human Resource Center. Questions may also be sent via E-mail to the DSAFE alias, dsafe.

**Thrift Savings Plan Rates
Through August 1999**

Months	C	F	G
1994	1.33%	(2.96%)	7.22%
1995	37.41%	18.31%	7.03%
1996	22.85%	3.66%	6.76%
1997	33.17%	9.60%	6.77%
1998	28.44%	8.70%	5.74%
1998			
September	6.33	2.36	.44
October	8.19	(.52)	.41
November	6.04	.56	.42
December	5.76	.30	.43
1999			
January	4.19	.71	.42
February	(3.09)	(1.74)	.38
March	3.99	.54	.47
April	3.86	.29	.46
May	(2.36)	(.89)	.47
June	5.54	(.33)	.49
July	(3.14)	(.43)	.52
August	(.50)	(.05)	(.53)
Last 12 Months	39.72%	.75%	5.59%

Percentages in () are negative.

**ANSWERS TO THE
OCTOBER PUZZLE**

C	O	M	P	U	T	E	R	S	C	I	E	N	C	E
O	U	L	O	T	N	E	M	N	R	E	V	O	G	V
M	M	A	T	H	E	M	A	T	I	C	S	M	P	K
M	Y	W	T	Z	I	S	A	M	M	A	J	U	S	K
U	G	Q	N	F	Z	V	R	J	I	L	C	Q	S	X
N	O	W	G	N	I	R	E	E	N	I	G	N	E	S
I	L	J	Z	Y	E	X	A	U	O	C	R	Z	N	E
C	O	K	L	R	H	H	S	I	L	G	N	E	I	I
A	H	Y	G	O	L	O	T	N	O	R	E	G	S	T
T	C	Q	R	T	U	Z	U	G	G	C	Z	Y	U	I
I	Y	P	M	S	R	S	D	Y	Y	V	U	B	B	N
O	S	U	A	I	G	N	I	T	N	U	O	C	A	M
N	P	I	I	H	T	N	E	M	E	G	A	N	A	M
S	E	C	I	V	R	E	S	H	T	L	A	E	H	U
E	C	O	N	O	M	I	C	S	Q	F	N	O	W	H

Cohen Says Department of Defense Ready for Y2K

American Forces Information Service

Secretary of Defense William S. Cohen declared the Department of Defense (DOD) ready to face the final challenges of the Year 2000 computer problem.

During the 6-year period from FY96 through FY01, DOD expects to spend approximately \$3.7 billion for Y2K fixes.

The so-called millennium bug, or Y2K problem, refers to the inability of many computers to process certain dates, especially those ending with the digits "00."

The DOD has undertaken an enormous effort to ensure Y2K readiness. DOD is responsible for 1/3 of all mission critical computer systems in the Federal government and 1/2 of all Federal computer systems.

In a press conference at the Pentagon earlier this year, Cohen noted the Department's current progress: more than 92 percent of DOD's 2,107 mission critical systems are fully Y2K compliant; 94 percent of 4,749 non-mission critical systems are fixed and implemented; and more than 99 percent of 637 installations are compliant.

In approximately 6 percent of cases, systems are not yet "completed" since a known fix has yet to be installed at many locations. Completion of these systems has been affected by operational deployment schedules, such as for carrier battle groups when the fix will be made upon return to home port. Consequently, more than 99 percent of the Department's mission critical systems will be fixed, tested, and installed by the end of September

1999, and the remainder by the end of the year.

This progress follows a large-scale effort to handle Y2K as a military readiness issue, not just as a computer programmer function. In August 1998, Secretary Cohen reviewed Y2K compliance in the Department and found it had gotten off to a slow start. To speed the process, he directed DOD's leadership to treat the Y2K issue as a major threat to military readiness. The unified military commands were asked to ensure Y2K testing was included in joint warfighting and operational readiness exercises. The Services and Defense Agencies were instructed to fix their systems, certify interfaces, and ensure vendors were held responsible for Y2K compliance of products. Finally, officials on the Secretary's staff were told to ensure functioning of specific business processes, including financial transactions, health activities, and supply lines.

These initiatives have accelerated Y2K fixes, testing, and implementation. Y2K has led to the largest testing effort in the Department's history. Examples range from a massive end-to-end test of logistics supply channels to systems tests within the U.S. European Command during operations in Kosovo.

Y2K Readiness Essential

"Last year I told the Department's military and civilian leaders that Y2K compliance was a readiness issue that would determine whether we could carry out our most important missions. The Department has made

great progress in the past year. All of this progress has been possible through the incredibly hard work and outstanding leadership of DOD employees throughout the Department. With 3 months to go before the turn of the year, we can rest assured the DOD will be well-positioned to handle its national security responsibilities before, on, and after January 1, 2000," Cohen said.

All levels of the DOD are preparing for operations during the Y2K transition period from September 1, 1999, through the leap year date, February 29, 2000, to March 31, 2000. In particular, the Air Force is conducting "Guam Watch," tracking the progress of computer results as the January 1, 2000, date moves around the world. DOD officials are also working with the President's Council on Y2K Conversion to share information with a Federal information coordination center. This way the Federal government will have a complete understanding of the impacts of Y2K throughout the United States and globally.

The Department has procedures in place to handle its duties in the event an unforeseen circumstance does occur. Backup or contingency plans are being developed at all levels of the Department—from individual systems to those supporting warfighting tasks. The Joint Chiefs of Staff is conducting the Chairman's Contingency Assessments: these assume failure of key warfighting systems so that alternate "workarounds" can be studied and the viability of contingency plans assessed. Unified commanders are assessing the status of host nation support to U.S. stations overseas and developing contingency plans to deal with impacts on military operations and service-member families.

Y2K at NSA—What Employees Need to Know

NSA has made a significant effort to ensure that its systems are Y2K compliant. All NSA systems will be Y2K compliant by December 31, 1999. Noncompliant systems will be decommissioned.

Event Personnel

Each Key Component has identified employees designated as "Y2K event personnel." These individuals have been notified in writing of their assignment and responsibilities during the Y2K event.

All Y2K event personnel are expected to be onsite or on call during the Y2K event period to augment normal 24-hour watch operations. The Y2K event period will begin December 31, 1999 at 1200 Greenwich mean time and will end when determined by the Director or Deputy Director, NSA/CSS.

Only personnel assigned to normal 24-hour watch operations or designated as Y2K event personnel will be permitted to report to duty during the Y2K event. Other personnel are not authorized to report to duty unless specifically called in. A liberal leave policy will be in effect the week of January 3 for non-Y2K event personnel.

The Department of Defense has exempted all NSA employees who are working on the Y2K problem from the biweekly limitation on overtime; comp time; and night, Sunday, and holiday pay. The biweekly pay cap does not apply to Wage Grade employees.

Facilities Services is working closely with BG&E to ensure that electricity is available to NSA buildings. There is a contingency plan to provide backup

electrical power via generators to selected areas of the NSA campus. BG&E has accomplished all necessary Y2K compliance programs and will man the substations that are most critical to NSA. Manning these stations will ensure rapid recovery during an electrical outage.

The generators will be tested in November. During the test, the electrical demands of NSA's critical buildings will be evaluated and an electrical load-shedding plan will be incorporated. This will require occupants to turn off all nonmission-essential equipment.

Holiday Leave

The Agency will be as flexible as possible for all employees during the New Year's holiday. However, should there be a demand for emergency personnel during the millennium weekend, management has the authority to require emergency personnel to report for work regardless of the employee's holiday plans.

Under emergency circumstances such as the Y2K transition, employees can be directed to forego scheduled vacations or leave for the duration of the emergency.

If leave is canceled, the government is not obligated to reimburse individuals for money lost. It is important, then, that employees coordinate all of their leave plans up to and through the millennium weekend with their office as soon as possible.

Health and Life Insurance

Federal employees, retirees, and their families can be confident that their Federal health and life insurance programs, their retirement system,

and other Office of Personnel Management (OPM) services are ready for the year 2000. Being ready means making sure that not one annuity check is missed or is late. If local systems fail (those that OPM does not have any control over) they will find an alternative way to deliver.

Medical Center and EAS

There will be a medical response team (physician, nurse, and medical technician) at the Headquarters Medical Center during their normal business hours December 31, 1999. For the remainder of the weekend, there will be a team on call at all times. During the week of January 3, 2000 the Medical Center will be open during its normal hours, 6:30 a.m.–4:00 p.m., and there will be a team on call during the evening and night hours.

The Employee Assistance Service (EAS) will have two mental health professionals on call at all times from December 31, 1999, through January 2, 2000. As always, there will be one mental health professional on call at all times the first full week of January.

Agency Services

The Rite Aid, barbershop, Civilian Welfare Fund, and SHAPE Centers will be open during their normal business hours if the building in which they are located is open. The cafeterias are dependent on adequate power to be fully operational. It is possible that service could be limited, but there will be no way to know until January 1, 2000. Contingency plans will be in place to operate at levels that will not use power that is needed for mission purposes.

For additional information regarding Y2K issues, refer to the Y2K Millennium HomePage at <http://millennium.q.nsa/>. -sda

Y2K—What You Can Do To Be Prepared

News headlines and Internet postings in recent months run the gamut with so-called experts predicting that the Y2K bug will cause problems ranging from a “minor inconvenience” to a “major world catastrophe.” The simple truth is—no one is exactly sure what will happen. Conventional wisdom holds that there may be some disruption in services, but there will not be a catastrophic collapse of all electronic systems, mass chaos or panic, and that manufacturing systems will be fixed in a short time.

This much is known—State and local government agencies, utilities, hospitals, and other organizations that provide essential services have been hard at work to identify and correct problems before they occur. State and local emergency management officials are also working to identify resources and develop contingency plans in case major problems occur.

- There is no reason to hoard food or supplies, but families should prepare in the same way they would for a significant winter storm. Keeping a 3- to 7-day store of supplies in suburban and urban areas and more for rural areas, is a guideline.
- Check with manufacturers of essential computer-controlled equipment in your home including fire and security alarm systems, programmable thermostats, appliances, home electronics, garage door openers, and any other electronic equipment in which an “embedded electronic chip” may control its operation.
- Prepare a home emergency supply kit that could also be kept on hand for winter storms, hurricanes, and other hazards. It should include

nonperishable foods and stored water.

- If oil heat is used, plan to fill the tank before the end of the year.
- Have prescription medicines filled.
- Keep copies of important records in a safe place in the home. Include copies of wills, marriage licenses, mortgage records, canceled checks, bank and investment statements, insurance information, and credit card statements.
- If medical devices are used in the home (oxygen, blood sugar monitors, etc.), have the equipment checked or contact the manufacturer to ensure Y2K compliance.
- In case of a power failure, plan to use alternate cooking devices in accordance with manufacturer’s instructions. Don’t use open flames or charcoal grills indoors.
- Have extra blankets, coats, hats, and gloves to keep warm. Do not plan to use gas-fueled appliances, like an oven as an alternative source of heat. The same is true for wood-burning or liquid-fueled heating devices that are not designed to be used in a residential structure. Camp stoves and heaters should only be used outdoors in a well-ventilated area. If an alternative heating device is purchased, make sure that it is approved for use indoors and is listed with the Underwriters Laboratories (UL).
- Have plenty of flashlights and extra batteries on hand. Do not use candles for emergency lighting.
- Examine all smoke alarms now. If smoke alarms are hardwired into the home’s electrical system (most new alarms are), check to see if they have battery backups.

- If planning to use a portable generator, connect the item to be powered directly to the generator; do not

connect the generator to the home’s electrical system. Also, be sure to keep a generator in a well-ventilated area—either outside or in a garage with the door open. Don’t put a generator in the basement or anywhere inside the home.

(Taken from the brochure “Howard County Year 2000—Y2Know, Y2Care About Y2K”)

Flu Vaccines

The effects of influenza are felt throughout the workplace—through absenteeism, productivity loss, overtime, and increased health service use. The best method to protect against influenza is to receive an annual flu immunization. The Agency’s immunization program will begin in late October. The schedule will be sent to all employees via E-mail as soon as the vaccine arrives. The influenza vaccine is safe and effective.

Major reasons not to receive the influenza immunization include: allergy to chicken eggs, previous serious reaction to flu vaccine (very rare), active neurological disorder, allergy to the preservative Thimerosal, or acute infection (delay immunization). Pregnant women should receive the immunization from their health care provider. Nursing mothers should get written permission from their physician. The flu vaccine is an inactivated viral vaccine. Influenza vaccine can prevent symptoms of flu infection by approximately 90 percent. It takes about 2 weeks after receiving the vaccine to develop an immunity.

To Offer Help...Is To Offer Hope!

by Lisa M. Anderson, Program Manager

The mission of the Combined Federal Campaign (CFC) is to support and to promote philanthropy through a program that is employee-focused, cost-efficient, and effective in providing every Federal employee the opportunity to improve the quality of life for all. Its tradition of community commitment through the selfless effort of Federal employees is rooted in the charitable campaigns of the 1960's.

NSA has a strong commitment to the CFC and the community of Central Maryland. Last year was the 12th consecutive year that NSA contributed more than \$1 million. This tradition has become well known and well respected throughout the region. In addition to giving more than 26 percent of the CFC of Central Maryland's total contributions, NSA also leads the way in our community with 310 Leadership Society members (those who contribute \$1,000 or more).

The 1999 CFC began in September. All Federal employees have the right to contribute or not to contribute to the CFC. Through your designation, you ensure that your donation goes to meet those needs that you feel are most important. Employees may choose from any of the 2,400 agencies that have been approved for inclusion this year by the Local Federal Coordinating Committee. There is something for everyone—the CFC Resource Guide is extremely comprehensive and offers information about all of the participating agencies.

There are several methods to contribute to the CFC. You can give a one-time cash or check donation or

use payroll deduction. Payroll deduction lets you help all year and is key to substantial giving by allowing you to spread the cost of your contribution through the entire year.

Last year, the Agency collected several personal stories from employees about their experiences with CFC agencies. The following is one of those received.

Marilyn's Story

Seventeen years ago, my contribution to the CFC was an impersonal, charitable payroll deduction to those organizations with which I had only a peripheral relationship. That changed dramatically when my son was born with Down's syndrome. My former spouse (also an Agency employee) and I were exposed to and received support from a number of CFC-supported organizations, both on the local and national level.

On the local level, we became involved with the Howard County Association for Retarded Citizens and its subordinate organizations, Parents of Children with Down's Syndrome, eventually serving in leadership positions in both organizations.

These organizations provided us with parental support, respite services, information, guidance and assistance in finding and receiving educational, recreational, and medical services, and served as an advocate for both our needs as parents and our son's needs. Further, CFC-supported national organizations such as the Down's Syndrome Congress and the National Down's Syndrome Society have provided us with yet another advocate for our son.

As my son grew, he became involved in sports and the Special Olympics, another CFC-supported organization that provides year-round sports training for those individuals with mental retardation and developmental disabilities. These programs have provided fantastic means for my son and others to strive to succeed in the same ways their siblings and friends do, thereby increasing their self-esteem.

Within 3 years of my son's birth, I turned again to a CFC-supported organization, the local chapter of the American Heart Association, when my father suffered a heart attack while visiting us in Maryland. With just a phone call, the local chapter provided me with a wealth of information on dealing with a family member who has had a heart attack, nutritional information, exercise programs, and support group information in both my area and for the area in New Jersey where my father lives.

In recent years, I've received assistance from yet another CFC-supported organization, the Alzheimer's Association. This organization has provided our family with information that has enabled us to understand my mother's illness and make decisions regarding her future.

All of these organizations continue to be a great source of programs, information, and support for which I am very grateful. Most are provided at no cost or minimal cost to my family, thanks to funds provided to those organizations through the CFC and the United Way.

For additional information regarding the CFC, visit its Website at <http://www.fanx.s.nsa/cfc/> or contact the program manager, Lisa M. Anderson, at lmande1@nsa or 963-6801(s).

NSA Promotes Education Among Baltimore City's Youth

Earlier this year, NSA's Mathematics Education Partnership Program (MEPP) and Equal Employment Opportunity (EEO) offices formed a partnership with the Baltimore City Police Athletic League (PAL). In conjunction with this partnership, NSA invited PAL students to tour the National Cryptologic Museum during the summer months. These tours were initiated to help students better appreciate how math, science, and technology impact cryptology and contribute to the protection of American communications.

On July 6, the Agency welcomed the first PAL group to visit the Museum. Approximately 200 students formed the largest group to ever visit the museum at one time. During their 3-hour tour, the students watched World War II cryptology videos and were shown how to break codes by Agency mathematicians.

Other guests visiting the museum that day included Baltimore City Police Commissioner Thomas Frazier; Col. Alvin Winkler, PAL Executive Director; and officers from the Baltimore City Police Department. Mr. George Cotter, NSA Chief Scientist, welcomed the visitors and Mr. Jack Ingram, the museum's curator, gave an indepth tour of the museum exhibits. Following the tour, Commissioner Frazier briefly spoke to the children regarding the importance

of becoming familiar with and understanding how computers work. Dur-

...students watched World War II cryptology videos and were shown how to break codes...

ing his speech, he thanked the NSA staff for having the vision to establish

repair, math, and science. MEPP members also provide community and police volunteers with the skills needed to tutor math, science, and computer classes.

Police Athletic League

The PAL provides many educational programs in its 27 youth centers, located throughout the city. Its purpose is to offer young people a balance of knowledge, ideas, and strengths that will enable them to make good life decisions. PAL also provides a safe haven for young people to learn and have fun, while interacting with dedicated police officers.

The Partnership

The NSA/PAL partnership provides PAL youth with some of the Nation's best mathematicians, scientists, and com-

puter experts who have agreed to volunteer at the PAL centers. To date, more than 50 Agency employees have volunteered to tutor, mentor, and teach PAL youth. These employees will teach math, science, computer literacy, use of the Web, business administration, and arts and crafts.

For additional information regarding the MEPP program, call 963-5511(s) or 301-688-6436. The NSA PAL volunteer coordinator is Monique Mitchener, 968-7771(s).

-sda



Mr. Earnest Green, Director, EEO; Mr. Jack Ingram, Museum Curator; Baltimore City Police Commissioner Thomas Frazier; Mr. George Cotter, NSA Chief Scientist; Col. Alvin Winkler, PAL Executive Director, and members of the Baltimore City PAL.

the NSA/PAL partnership. He also complimented NSA volunteers saying, "these are some of the smartest computer science people in the world."

The MEPP

The MEPP is an outreach program that promotes mathematics and science education for students ranging from elementary- to graduate-school level. Supported by many Agency volunteers, MEPP participants teach students computer skills, how to use the Internet, hardware and software

Action Line

Have a question or thought to express? Use Action Line! Opinions expressed in letters do not necessarily represent official viewpoints or the views of the Newsletter Staff.

CENSORED

Dear Action Line,

As an Information Systems Security Organization (DI) employee, I am a bit curious why Agency-all E-mails seem to be filtered and "judiciously" dispensed to those in DI via ISSO InfoLine. Several times, I have been informed by my wife, who is a Technology and Systems Organization (DT) employee, of Agency-all E-mails that I have never seen. Is there some reason for these E-mails not being forwarded without intervention and filtering?

—In the Dark

Dear In the Dark,

Thank you for your question about the ISSO InfoLine. This initiative began approximately 4 years ago when it became clear that the large volume of "mass" E-mailings was having a detrimental effect on the ISSO's mail servers and delaying time-sensitive, operational E-mails.

Many people were complaining about the large number of administrative announcements and "junk" messages addressed to "ISSO-all" or "Agency-all" being received that filled employees E-mail inboxes everyday. This was forcing busy people to waste time sifting through low priority items to find work-related, time-sensitive messages. In response to this problem, a way was sought to organize the information in a manageable format that put the control back in the individual's hands.

The ISSO InfoLine organizes messages to the work force in a selectable list. This list appears every morning on all ISSO workstations. The first message in the list opens automatically and is usually a message with a topic of interest to most of the ISSO work force. The Deputy Director for Information Systems Security Organization (DDI) often uses this feature to communicate topics of importance. The other messages are either Agency-all and ISSO-all messages that have "trapped out" for retransmission on InfoLine or messages submitted directly to InfoLine. The ISSO InfoLine is rerun around noon whenever a message of wide interest has been added or submitted that morning. The only other criteria for submission of a message to the ISSO InfoLine is that the topic be work related and of interest to at least two

groups within the ISSO. No other "censorship" takes place. It should be noted that any Agency-all or ISSO-all messages of an emergency nature are forwarded via E-mail upon receipt and posted on the ISSO InfoLine. A problem exists when Agency-all messages go out during the work day—Agency mail servers sometimes get backed up, creating significant time delays before the ISSO even receives the original message. This is generally why people in another Key Component may get an ISSO message before someone in the ISSO.

One exception to the normal InfoLine process involves messages from the senior operations officer (SOO) and the operations support officer (OSO). Those messages go directly via E-mail to the ISSO's work force since they are generally time-sensitive and they may be sent out after normal duty hours when no one is available to retransmit them on InfoLine.

In summary, the ISSO InfoLine is not an attempt to censor E-mail (except E-mail that is clearly of an unofficial and inappropriate nature for government resources). It is a tool that improves the operation of Agency networks. It also helps to organize the information the work force receives to allow them to use their valuable time more efficiently. The majority of feedback regarding InfoLine has been favorable.

—Michael R. Ware, DI CIO

PUT ON THE BRAKES

Dear Action Line,

I would like to express a major concern about excessive speed and disregard for posted traffic-control signs at NSA. In my travels this morning, I observed a BMW traveling parallel to me while traversing the parking lot in front of Gatehouse 2. I noticed it because its speed, nearly 25–30 mph, was well over the nominal level for safety. As the car approached the end of the parking lot and the STOP markings before the Jersey barriers, the driver proceeded to turn as if the STOP markings were not even there! Then, as he reached the STOP sign, that was also disregarded. I was aghast! I wondered if there was a valid reason to be in that much of a hurry. When I observed this individual park in a numbered space and then nonchalantly stroll into the HQS Bldg. without a care in the world, I felt it was appropriate to write to "Action Line."

It is unconscionable that anyone would act with such total disregard for safety! This letter will hopefully bring a wake-up call to anyone who feels they can disregard the speed limits and traffic signs within the compound, simply because they believe they are "above it all."

—Totally Aghast

Club Notes

Celtic Forum meets the last Tuesday of every month. Anyone interested in the culture, art, languages, or heritage of the Celtic lands (Brittany, Cornwall, Ireland, Scotland, and Wales) or peoples is welcome to attend. For further information, contact Karen Davis (kmdavis@nsa), 301-688-7884.

Ceramics Crafters will hold its annual Halloween sale October 19, 11:00 a.m.-1:00 p.m. inside the OPS 2A entrance, next to the stairway. For additional club information, write to the Ceramics Crafters Club, c/o the CWF Club Mail Facility.

Comic Book/Science-Fiction Memorabilia Collectors Club meets the first Friday of every month. The club provides a forum for people interested in comic books, science fiction, games, and other fandom. A second meeting for family members is held on the third Saturday of each month at the Provinces Library. For further information, contact Ann White (abwhit1@nsa).

Gay, Lesbian, or Bisexual Employees (GLOBE), Alan Turing Chapter, will hold its October general meeting in the conference room in Building 9914, the Colony Seven complex. To check for GLOBE meeting dates and times, subscribe to ESS 116, read the Club News on ENLIGHTEN, or send an E-mail to GLOBE@nsa.

Hispanic Forum meets monthly and offers a wide array of activities throughout the year. For more information subscribe to ESS 1252 or contact Ivette Collazo (imcolla@nsa).

Parkway Coin and Stamp Club will hold its monthly stamp meeting Thursday, October 14 at noon. The monthly coin meeting will be Thursday, October 28 at noon. Meeting locations will be displayed in the showcase opposite the OPS 1 Cafeteria entrance during the respective week of each meeting. For stamp club information, contact Grover Hinds at 301-688-4598. For coin club information, contact Mitch Ross at 301-688-8428.

Single People in Activities Recreational and Cultural (SPARC) events for October include dining out; Sunday brunch at Clarks Bayside Inn; the Maryland Renaissance Festival; a "bike and hike" outing to Great Falls; a singles Halloween dance; a Halloween potluck dinner party; a weekend trip to Ohiopyle, PA; a monthly activities planning meeting; and weekly happy hours and trivia at Hurricanes. For more information, subscribe to ESS 1444 or contact Sally Biggerstaff at 972-2270(s) or 301-688-0146.

Socially Oriented Bikers Motorcycle Club will meet Wednesday, October 6 and November 3 at 5:00 p.m. at Perry's in Odenton. Meetings are scheduled for the first Wednesday of each month. Upcoming rides include Harpers Ferry scheduled for October 9. Also, lunch rides are held the third Wednesday of each month at 11:30 a.m. For further information contact the club treasurer, Ron at 301-688-1051 or members, Kent at 301-688-0905 and Brenda at 301-688-4292.

Mark Your Calendar

October 21 College Financial Planning Seminar

Need help with college tuition? Stop by the R&E Auditorium, 11:30 a.m.-2:00 p.m., to learn about financial planning. A speaker from the Maryland Prepaid College Trust, a financial aid specialist, and a certified financial planner are scheduled to present information regarding the process.

For details or to register, contact the GEBA office at 301-688-7912 or via E-mail at geba@gega.com.

October 27-29 Cryptologic History Symposium

The 1999 Symposium on Cryptologic History, sponsored by the Center for Cryptologic History, will be held in the Friedman Auditorium.

All sessions will be unclassified. The Wednesday and Thursday sessions will run from approximately 8:30 a.m.-4:00 p.m. The Friday session will run from 8:30 a.m.-noon.

This year's symposium will take a retrospective look at a century of signals intelligence and information systems security. It will also provide fresh insights into the uses of cryptology in World War II and in counterespionage activities, such as VENONA and ISCOT. Other presentations will include selected topics in cryptology and the Cold War, and a panel discussion on the current declassification process.

For information regarding the symposium's topics and speakers, contact the Center for Cryptologic History at 972-2893(s) or 301-688-2336.

Awards

EXCEPTIONAL CIVILIAN SERVICE AWARD



James C. Newton

MERITORIOUS CIVILIAN SERVICE AWARD



Cornelius J. Doherty



Paul C. Greenwald



David W. Lawrence



Sandra Stanar-Johnson

Lost and Found

It is time for the NSA Customer Service Centers (CSCs) to dispose of found property that has been held for more than 90 days. The CSCs are holding a variety of items including money, jewelry, and clothing. If employees have lost anything since June 1, stop by an NSA CSC.

Found something? A CSC representative will be glad to take it and try to match it with its rightful owner. NSA CSC locations and telephone numbers are: FANX III, room B1A13, 968-7444(s), 410-854-7444; OPS 1, Room 1W082, 963-6922(s), 301-688-5943; and R&E, Room R1C074, 961-7444(s), 301-688-2444.

Retirements

39 Years

Kenneth A. Williams

37 Years

Laurence P. Coghlan III

35 Years

Helen J. Collins

Paul Derthick's Headline Puzzleby Larry Gray

The following are headlines from recent daily newspapers. Each of the five is a different letter-for-letter substitution. All five are derived from the same mixed alphabet at different settings against itself.

1. FNEIGAMWP LIQRCD WI GSIPN DMQ RC ANQTJSRGMCGICWAISSNF PNCMWN
2. ODZLOP ZBLHT LIHBFPO ZMDZLKA BW BMEOELOQTJQU OEBKA
3. ARLD-ZPLDGI QWGSHSAGA CMAUG LHUP ISZI-GUWI MCAI YLP PLQXA
4. UMBNSCRUIO ORGWIA IONA URNBNA MW SNDD EMPIC WNCCRP GSMPPRG
5. OQHHVIM AEYMYRZ DAVMN EOVLJAC DZ RIHHVXA GJVNBK YG EILVKIJ

Answer will appear next month.

Answer to September Puzzle:

1. EUROPEAN AEROSPACE GIANTS CLOSE TO MERGER AGREEMENT
2. DICE ARE READY TO ROLL SOON IN MOTOR CITY CASINO
3. ASTROS PLAY ON DESPITE TRYING, INJURY-PLAGUED SEASON
4. MOLECULAR CIRCUITS HOLD PROMISE FOR ULTRAFAST COMPUTERS
5. SURVEYS SHOW CONSUMERS, PHYSICIANS IMPATIENT WITH HMOS

Setting: SHEET Key: PAINTER Hat: LANYARD

It's Academic

Hidden below are 19 words associated with college academics. The words read in any direction and any letter may be used more than once.

C	O	M	P	U	T	E	R	S	C	I	E	N	C	E
O	U	L	O	T	N	E	M	N	R	E	V	O	G	V
M	M	A	T	H	E	M	A	T	I	C	S	M	P	K
M	Y	W	T	Z	I	S	A	M	M	A	J	U	S	K
U	G	Q	N	F	Z	V	R	J	I	L	C	Q	S	X
N	O	W	G	N	I	R	E	E	N	I	G	N	E	S
I	L	J	Z	Y	E	X	A	U	O	C	R	Z	N	E
C	O	K	L	R	H	H	S	I	L	G	N	E	I	I
A	H	Y	G	O	L	O	T	N	O	R	E	G	S	T
T	C	Q	R	T	U	Z	U	G	G	C	Z	Y	U	I
I	Y	P	M	S	R	S	D	Y	Y	V	U	B	B	N
O	S	U	A	I	G	N	I	T	N	U	O	C	C	A
N	P	I	I	H	T	N	E	M	E	G	A	N	A	M
S	E	C	I	V	R	E	S	H	T	L	A	E	H	U
E	C	O	N	O	M	I	C	S	Q	F	N	O	W	H

In Memoriam

Raymond F. Alsop, a former equipment specialist in the Support Services Organization, died August 3 of a stroke. He was 66.

Prior to joining the Agency, Mr. Alsop served with the U.S. Army. He attended the University of Colorado and graduated from the Washington School of Engineering and Design. Mr. Alsop retired in 1980 with 26 years of Federal service.

Mr. Alsop resided in Newtown, VA. He was a member of Jerusalem Baptist Church and active in local government.

His wife, Myrtle; and three daughters, Pamela Green, Angela Thompson, and Sherrin Alsop survive Mr. Alsop.

J. Wesley Bevan, a former signal conversion technician in the Operations Organization, died August 18 of cancer. He was 93.

Prior to joining the Agency, Mr. Bevan served with the Navy Department. He graduated from Cheyney University of Pennsylvania. Mr. Bevan retired in 1975 with 37 years of Federal service.

A native of Providence, RI, Mr. Bevan was a longtime resident of Washington, DC.

Mr. Bevan is survived by his wife, Edith; two daughters, Goldie Penn and Pamela Bernard; 3 granddaughters; two great-grandsons; and two great-great-grandchildren.

Ernest H. Biggerstaff, a former electronic engineer in the Technology and Systems Organization, died August 11. He was 70.

A resident of Annapolis, MD, Mr. Biggerstaff retired in 1980 with 28 years of Federal service. His interests included flying.

His wife, Mary; and two sons, Mark and Glenn survive Mr. Biggerstaff.

Robert L. Bullie, a former intelligence analyst in the Operations Organization, died July 27. He was 59.

Prior to joining the Agency, Mr. Bullie served with the U.S. Air Force. He graduated from the University of Maryland and the U.S. Naval War College. Mr. Bullie retired in 1997 with 39 years of Federal service.

A native of Jackson, MS, Mr. Bullie resided in Rockville, MD. He enjoyed fishing, brewing, and music.

His wife, Alice; a son, Robert; and a grandson, Denar, survive Mr. Bullie.

Joseph A. Cunningham, a former analyst and manager in the Operations Organization, died April 13 following a lengthy illness. He was 71.

Mr. Cunningham served with the U.S. Army prior to joining the Agency. He earned a bachelor's degree from Boston College and a degree in law from Georgetown University Law School. Mr. Cunningham retired in 1983 with 31 years of Federal service.

A native of Waltham, MA, Mr. Cunningham resided in Crofton, MD. He enjoyed reading and travel.

Mr. Cunningham is survived by his wife, Betty.

Ann B. Romberger, a former analyst in the Operations Organization, died August 13 of kidney failure. She was 73.

A native of New Jersey, Ms. Romberger resided in Glen Burnie, MD. She retired in 1985 with 30 years of Federal service. Ms. Romberger enjoyed reading, shopping, and listening to music.

Two daughters, Sandra Malar and Nancy Redelius; three grandchildren;

and two great-grandchildren survive Ms. Romberger.

John J. Sullivan, a former financial advisor in the Plans, Policy, and Programs Organization, died August 15. He was 71.

Prior to joining the Agency, Mr. Sullivan served with the U.S. Army. He retired in 1985 with 39 years of Federal service.

A native of New York City, NY, Mr. Sullivan resided in Glen Burnie, MD. Among his interests were wood-working, gourmet cooking, and volunteering at North Arundel Hospital.

Mr. Sullivan is survived by his wife, Elizabeth; a son Barry; a daughter, Joan; and two grandchildren.

Dennis R. Turner, a collection officer in the Operations Organization, died July 14 of cancer. He was 52.



Prior to joining the Agency in 1971, Mr. Turner served with the U.S. Marine Corp.

A native of Port Allegheny, PA, Mr. Turner resided in Marriotsville, MD. His wife, Dorothy; and two sons, Gregory and David survive Mr. Turner.

In Appreciation

On behalf of our entire family, my brother Jack and I would like to thank our friends and coworkers for their kindness and thoughtfulness following the death of our parents. The cards, flowers, plants, prayers, and other generous gifts were greatly appreciated and comforted us during this difficult time. Thank you all for your support.

—Jamie Russell

My family and I would like to offer our sincerest gratitude for the overwhelming support we received following the sudden deaths of my father and mother. The shock of losing both parents was traumatic; however, our coworkers at NSA/CSS Pacific took charge and got us off the island in a timely manner. The prayers, flowers, calls, memorials, personal notes, and hugs have certainly been appreciated and will always be remembered.

—Beverly Heyberger

I would like to express sincere appreciation to my NSA colleagues and friends for their expressions of sympathy and support following the death of my father. Your thoughtfulness during this difficult time was a great comfort to my family and me.

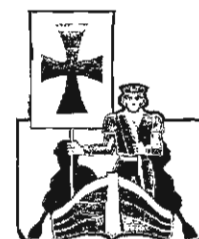
—Debra Plunkett

We would like to thank our friends and coworkers for their thoughts and prayers during our son Zachary's illness and at the time of his death. The support, friendship, and kindness will always be remembered.

—Joe and Kim Hebda

My sincere appreciation and thanks to my coworkers and friends for their prayers and support during my recent illness. Your cards, personal notes, and calls were the bright spots in my days of recuperation. Your thoughtfulness meant a great deal to me.

—Arlene Plitt



Leave Bank Enrollment

A voluntary Leave Bank Open Season will be held November 8 through December 3. Employees who are not Leave Bank members are invited to join; however, current members do not need to reapply. As a Leave Bank member, individuals are eligible to become leave recipients should a medical emergency or condition affect them or a family member, and they meet the applicant requirements. By contributing 4, 6, or 8 hours of annual leave (based on years of service), an employee will become a Leave Bank member for the 2000 leave year. Annual leave for Leave Bank dues will be deducted from annual leave accru-

als during the first full pay period of the new leave year.

For faster service, membership may be requested via E-mail at rvbrist@nsa. Include full name, duty organization, social security number, and a request for membership for 2000. If preferred, the membership form, P2719, may be electronically accessed, completed, and E-mailed; or a hard copy may be faxed to 443-479-3325, the Leave Sharing Program Office. To be accepted, membership requests must be received by the close of business, December 3, 1999.

For additional information, refer to the Leave Bank Webpage at <http://www.s.nsa/OHES/s212/leave-bank.html> or contact the Leave Sharing Program managers at 963-6086(s) or 301-688-8808.

Healthy and Drug Free

Join the Red Ribbon Week Campaign, October 23-31. Wear a red ribbon to show opposition to illegal drug and alcohol use and illegal tobacco use by minors, and support this year's theme, "Be Healthy and Drug Free."

Red Ribbon Week was created in response to the 1985 assassination of an on-duty DEA agent, Enrique (Kiki) Camarena, by drug dealers in Mexico. Members of the National Family Partnership wore small, red satin badges in Camarena's memory and encouraged others to take a stand against drugs. This symbolic gesture quickly spread from community to community, making Camarena's murder a catalyst that called people to action—to make a visible commitment by wearing and displaying red ribbons to show national intolerance for illegal drug use.

NSA's nationally recognized Red Ribbon Week activities are conducted

by Occupational Health, Environment, and Safety Services (OHES), under the Pharmacy Services and the Drug Program Coordinator. To learn more about drugs, drug abuse and prevention, health effects, and available community treatment services visit the nearest local Mobile Health Clinic (MHC), refer to the medical information racks outside the OPS 1 OHES Clinic, visit the Occupational Health on Wheels (OHOW) van, or talk to the pharmacist in the OHES Pharmacy.

Red ribbons are available through the OHES Pharmacy, the MHC, and OHOW. Wear a red ribbon—take the opportunity to show support for a drug-free workplace and society. For additional information, contact Dr. Marsha Alvarez, Chief Pharmacist and Drug Program Coordinator, OHES, at 301-688-6128.

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NSA/CSS INTERNAL
COMMUNICATIONS CELL
nsanews@nsa

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Items submitted for publication should be sent via E-mail to nsanews@nsa or typed double-spaced, marked with the name, organization, and phone number of the sender, and forwarded to: NSA Newsletter, Fort George G. Meade, MD 20755-6000. Feature articles are due 2 weeks before the first day of the month preceding the month the article is intended to be published. All other items are due on or before the first day of the month preceding the month in which the item is intended to be published. For example, feature articles for the December Newsletter must be submitted on or before the 18th day of October. All other items must be submitted on or before the 1st day of November. All submissions to the Newsletter are subject to editing for space, clarity, and classification; there are no exceptions to this policy. Newsletter office phones are 963-1848(s) and 301-688-6610 (TDD); E-mail address is nsanews@nsa; and location is OPS 1, South Cafeteria, Room 2.

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NATIONAL
SECURITY
AGENCY

NEWSLETTER

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November 1999

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*Happy
Thanksgiving*

INSIDE THIS ISSUE:

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The Family and Medical Leave Act

The Family and Medical Leave Act (FMLA) became effective in August 1993. The basic concept of the law permits eligible employees who work for covered employers to take unpaid leave for specific family and health reasons. The act grants eligible employees "the right to take a limited leave of absence for certain purposes, protects the employee's health plan coverage during the leave, and grants re-employment rights to employees upon expiration of leave."

Provisions

The FMLA provides eligible employees a maximum of 12 weeks unpaid leave in a specified 12-month period for the following four sets of circumstances: (1) upon the birth of a child; (2) upon the adoption of a child or placement of a child through foster care; (3) when the employee is needed to care for a child, spouse, or parent with a serious health condition; and (4) when the employee is unable to perform the functions of a position due to a serious health condition.

However, there are specifications as to what constitutes a serious health condition as outlined by the FMLA stipulations. The following are some approved examples of serious health conditions set forth in the FMLA Senate Report: heart attack, bypass surgery, cancer, severe back condition, nervous disorder, appendicitis, pneumonia, and complications related to pregnancy.

Examples of conditions that are not eligible for FMLA time off include voluntary or cosmetic treatments and illnesses such as the flu.

To qualify for FMLA time off, employees must meet certain criteria.

This criteria requires that an employee has worked for an employer for a minimum of 12 months, have at least 1,250 hours of service during the 12-month period immediately preceding the FMLA request, and works in a company that employs more than 50 people or a worksite whereby the employer employs 50 or more employees within 75 miles of the worksite.

However, there are other stipulations that can cause employees to be denied FMLA benefits. One such example is that "employers are allowed to exempt 'key' employees defined as the highest paid 10 percent of their work force-whose leave would cause substantial economic harm to the employer." These employees could be considered ineligible to receive FMLA time off.

The FMLA applies to all public agencies (including state, local, and Federal employers) and local education agencies (such as schools). As for privately-owned companies, the FMLA applies to those that employ 50 or more employees in 20 or more workweeks in the current or preceding calendar year and who are engaged in commerce or in any industry or activity affecting commerce (including joint employers and successors of covered employees). Therefore, it is very important for employers to know the guidelines and restrictions set forth under FMLA.

When employees return from FMLA leave, they must be permitted to return to their original jobs or to an equivalent job with equal pay, benefits, and other various employment terms and conditions. Employers cannot take away any employment bene-

fit that an FMLA leave recipient had prior to taking the time off.

Additionally, it is unlawful for any employer to interfere with, restrain, or deny the exercise of any right provided by FMLA. It is also unlawful for an employer to discharge or discriminate against any individual for opposing any practice, or because of involvement in any proceeding related to FMLA.

The FMLA allows families to work through situations together. It permits mothers and fathers time off to bond with their new babies. It helps workers to care for their parents who may desperately need assistance. It allows husbands and wives to serve as primary caretakers of their spouses. The FMLA is important in today's working world and reinforces the importance of the family.

In this hurried society, most people have to work. Therefore, programs and services that allow for extra flexibility and assistance are needed, and help form a happier, healthier work force.

Sources of Information: MJSA Industry and Research; Municipal Research and Services Center; Human Resource Management by Raymond Noe, et al; and MICPEL Absence and Leave.

Correction

The September DIRNSA's Desk incorrectly abbreviated Master Sergeant Benevidez's rank as MSGT. The correct abbreviation is MSG. The abbreviation for Staff Sergeant was also incorrect, the correct abbreviation is SSG.

DIRNSA'S DESK

This month, I want to pay tribute to our Native American heritage and its relevance to change at the Agency as we meet the challenges ahead.

It is said that necessity is the mother of invention. It was certainly necessity that led Captain Lawrence, whose company was nearly surrounded and cut off from headquarters during a German offensive in WWI, to propose an improvised method of tactical communication. Captain Lawrence knew that the Germans had broken American codes and had tapped the telephone lines, nullifying efforts to mount an effective defense. When he heard two of his men—both Choctaw Indians—conversing in their native language, however, he had an idea. Acting quickly, he was able to find others and arrange a network of native-speaking Choctaw soldiers to coordinate friendly tactics. The Choctaw soldiers saved the day, and Captain Lawrence's improvised response to the tactical situation allowed American forces to coordinate effectively in real time.

The same concept of Native American "code talkers" was used again in WWII, although in a more deliberate manner. Using the lesson from WWI, cadres of code talkers were formed before the United States entered the war. They worked out their systems of codes so that tactical communications could be understood only by other code talkers. The concept proved very successful in combat. Comanche code talkers announced that Americans had landed safely on Utah Beach during the invasion of Normandy. In the Pacific Theater, Navajo code talkers sent the message that the American flag had been raised on Mount Suribachi. The use of code talkers was driven by the need for secure real-time, tactical communications that current technology was incapable of providing. The slow, bulky encryption devices were reserved for high-level communications. Using code talkers was a deliberate effort to make the most of a unique asset—Native American languages.

We are an Agency of change. The world is a different place than it was during the long years of the Cold War. To meet the challenges and capitalize on the opportunities presented by the Information Era ahead, we must adapt. As we consider the suggestions of the review teams, we must remember the lessons of the code talkers. First, we must remain open to new ideas. As with Captain Lawrence, the solution to our dilemma may be right in front of us, and we must be able to recognize it when we see it. Second, we must organize to meet the threat. The WWII code talkers carefully organized and trained so that even other native speakers could not translate their messages, maximizing code-talker effectiveness. Finally, we must capitalize on our strengths. By concentrating on what we do better than anyone, and making the most of our incredibly talented, diverse work force, we have the ability to accomplish our mission in innovative ways. We are the best at what we do, and by adapting to maximize our strengths, that will continue into the future.

Michael V. Hayden

NSA Pioneers New Diamond-Based Technology

Open research often leads to the creation of new technology. The NSA Scientific Advisory Board recognized this when, in the late 1950's, it recommended that NSA create the Laboratory for Physical Sciences as an unclassified research organization associated with a major research institution. It would provide an opportunity for the academic and industrial research world to come together.

The Agency now conducts unclassified research in engineering and the physical sciences jointly with the University of Maryland at the Laboratory for Physical Sciences.

NSA's Involvement in Research and Development

Physicists at the Laboratory for Physical Sciences (LPS), a division in the Directorate of Technology, saw opportunities to use inexpensive industrial-grade diamond and aerosol spray cooling to solve problems encountered in high-performance computing engines and other systems that could overheat in field environments.

The solutions to these thermal problems did not require costly, high-quality single-crystal diamond

found in expensive jewelry, but the use of relatively inexpensive polycrystalline diamond produced by commercial plasma methods. These polycrystalline diamond plates have a thermal conductivity many times greater than that of copper and are very good electrical insulators.

In 1989, LPS scientists began a comprehensive research program to exploit synthetic diamond and aerosol spray cooling. It involved many divergent groups investigating applications which addressed heat and reliability issues. As a result, greatly improved thermal management properties were demonstrated. They were applied to reduce the size and weight of present-day supercomputers.

Smaller is Better

One of the first demonstration projects was to shrink a supercomputer to fit in a small suitcase. The original machine was approximately the size of a home refrigerator-freezer combination.

In 1998, this machine was successfully demonstrated at SGI Cray Research. It ran about 10 percent faster than the standard commercial version and was substantially smaller. Only the central processor elements and main memory were incorporated in this demonstration version.

In 1999, a joint NSA and Defense Applied Research Projects Agency program successfully demonstrated that portions of a supercomputer could be engineered to fit into a cube 6 inches on a side. It was made of diamond-based multi-chip modules and aerosol spray cooled to remove the 2,500 watts of heat from the system.

Diamond Details

Diamond is the world's hardest substance. It brings to mind a rare, beautifully faceted, very expensive, and large single-crystal gemstone.

Because of its fire and durability, diamond is unique among the natural mineral elements. Today, many of diamond's physical properties can be explained, such as why it is so different from the other allotropic forms of carbon. The extremely strong bonds between the carbon atoms in the diamond structure not only make it the hardest known material, but also the best conductor of heat.

Unlike other effective heat conductors, such as copper or silver, diamond is also an exceptional electrical insulator. The ability to move heat easily from one place to another is an attribute that is beneficial in high-performance microelectronic systems because heat is their mortal enemy.

Heat degrades the overall reliability of electronic systems. Its properties make diamond an ideal material for advanced semiconductor packaging applications. Moving heat is only half of the problem—ultimately it must be discarded into the environment.

Aerosol Spray Cooling Technique

An efficient way to extract heat and place it into the environment is to evaporate a liquid. The human body uses sweat to do this. A technique called aerosol spray cooling is a type of "high-tech sweat." Small droplets of liquid are sprayed onto a hot surface where they evaporate. Just as a perfume atomizer sprays a cloud of tiny liquid droplets onto a surface to evaporate, an aerosol spray nozzle does the same thing to a hot micro-

All Newsletters distributed to Agency facilities outside NSAW should be treated with extreme care. Because the Newsletter contains information about NSA employees and activities which is not routinely made available to the public, reasonable care must be taken to keep it within the circle of Agency employees, retirees, and immediate families. Newsletter copies received in the mail or taken from Agency buildings should be given special care and should be destroyed as soon as they have been read.

electronic package in a computing system. The hot gas is recovered and recycled for reuse in a closed cycle system, just as in a home refrigerator or freezer. This evaporation process, or phase change from a liquid to a gas, removes the heat to a suitable place for dumping to the atmosphere.

The combination of diamonds to move heat, and aerosol spray cooling to extract heat from electronic devices, has played a pivotal role in

the design of high-performance computing systems at NSA.

The new computer, diamond-based technology, aerosol spray cooled systems, and advanced microelectronics thermal management techniques are on display in the NSA/CSS Demonstration Center in OPS 2B.

For more information on diamond research and aerosol spray cooling, contact Paul Boudreaux, Technical Director, Laboratory for Physical Sciences at 301-935-6547.—*mdh*

Survey Update

Thank you for letting the NSA/CSS Internal Communications Cell (NICC) know what you think of the *NSA Newsletter*. The NICC heard from hundreds of military assignees, civilian employees, and retirees, and we appreciate each response. The feedback is being tabulated and analyzed. Look for the results in upcoming editions!

Retirements

51 Years

James R. Child

43 Years

Kenneth A. Williams

37 Years

Catherine R. Allen
Shirley A. Barton
Dale F. Brigman
Laurence P. Coghlan III
Harry Timmons

36 Years

James R. Gunning
Glenn F. Wheeler

35 Years

Helen J. Collins
John L. Davies
Albert J. Fichter
George O. Kent, Jr.
Thomas Sandusky

34 Years

Vicki N. Meiser
Kenneth F. Pearce
Alan H. Roth
Linda C. Weibe

33 Years

Mary K. Bjorklund
Nikki G. Erdman
Jonathan A. Gerbracht
Jack R. Grimm
Alice Freeman Harris
George O. Little, Jr.
Mary J. Loyd

32 Years

Robert J. Liberatore
Gerald D. O'Connor
Cheryl J. Wheeler

30 Years

John M. McClean
Richard J. Rolfe
Sally L. Thomas

29 Years

Deborah J. Willis

28 Years

Frank C. Wirth

27 Years

Katherine G. Gray
Frederick E. Pross

26 Years

Diane L. Bowen
John E. Burroughs

25 Years

Susan A. Cook
Susan A. Feibel
Barbara L. Gates
Andrew Slusar, Jr.

24 Years

James Cooper

23 Years

Lenore I. Bredthauer

21 Years

Susan J. Hyland

20 Years

John J. Bradish
Rebecca J. Glase
Carol E. D. Hart

Putting a Face on Missing Children

by Nancy Rando
Work/Life Services

Every year in the United States, approximately 354,000 children are reported abducted or missing, according to the National Center for Missing and Exploited Children (NCMEC). Perhaps surprisingly, less than 1 percent are abducted by strangers.

Imagine a family's anguish when a beloved child or adult is abducted or disappears, for whatever reason. Many of us are familiar with the heart-wrenching pictures of missing children that have appeared for years on milk cartons or on the blue and white cards that arrive in the mail.

Now, the Federal government is actively playing a role to help locate missing persons, including children, and to reunite them with loved ones.

In response to a Presidential directive, photographs of missing persons are being displayed in public areas of buildings owned or controlled by Federal agencies, departments, field

activities, and military installations. At NSA, the Office of Occupational Health, Environment, and Safety Services and Direct Customer Support are partnering to meet the White House mandate.

Statistics

Of the total number of children reported abducted or missing each year:

- ♦98.8 percent are abducted by family members (e.g., father, mother, grandparents);
- ♦1.12 percent are abducted by family acquaintances (e.g., neighbor, coach, baby-sitter); and
- ♦.07 percent are abducted by strangers.

—NCMEC

In August 1999, Work/Life Services and the NSA Customer Service Centers (NSA CSCs) developed pro-

cedures to display photographs of missing persons in each of the NSA CSCs in OPS 1, R&E Bldg., and FANX III.

The General Services Administration maintains the database of photographs, which originate with the NCMEC. Each month, the NSA CSCs will pull the current photos from the GSA Web site and post them in each of the three walk-in centers.

The Executive Memorandum directs that special prominence be given to photographs of missing persons abducted by non-family members or who otherwise are in imminent physical danger.

In addition, the NSA CSCs will take requests to post notices of missing persons, and will validate those requests through the NCMEC.

Federal agencies hope that these steps will increase the chances that a missing person is found and returned home unharmed. For more information on this program, contact Work/Life Services at 963-1697(s) or 301-688-1697, or stop by the nearest NSA CSC.

Taking on a New Look

You have undoubtedly noticed the use of full color in this edition of the *Newsletter*. Why the change? The Publishing Services Division has replaced its old presses, which were worn out, with a new Four Color Process Press, and the *Newsletter* is just one of the beneficiaries of this change.

The new press provides many improvements in time and manpower. The old 1960's equipment required the ordering of special ink, 3 days' press time, 2 days' dry time, and four-color use was next to impossible. The new

state-of-the-art system requires no special ink, only 6 hours of press time, no drying time, and applies four-color use with ease.

With the old presses, the ink had to be purchased in the color requested by the customer. The new press uses four colors that, when mixed, can provide virtually any color desired. Since these four colors are continuously stocked, there is no need to purchase special ink that has a limited shelf life. The new press has a dryer that eliminates the need to dry the sheets before running them a second time. To get four colors in the old press, the job had to be run through twice.

Matching up the pictures and text on the second run was virtually impossible. The new press runs four colors in one run. The time savings provides quicker releases and frees the press for additional Agency jobs.

Attempts were made at one time to use recycled paper, but the quality was poor, and lots of time was lost rerunning jobs, so the paper was upgraded to that used today. It saves time and money because jobs do not have to be rerun, and this paper provides a quality product and can still be recycled. So, enjoy our new look. It's expansive, not expensive!

Safe Driving Saves Lives

Material handling equipment (MHE) is the unsung hero of anything that is moved from one spot to another. MHE moves everything from eggs and milk to copier paper and antennae equipment. MHE is the "workhorse" and extension human hands. MHE is the employees' best friend when it comes to moving heavy loads.

The majority of the United States (U.S.) industrial work force believes that MHE is so easy to operate that anyone can jump on, play with the levers, and operate it safely. Unfortunately, this is not the case. According to the Occupational Safety and Health Administration (OSHA), every year there are approximately 34,900 serious injuries occurring in the U.S. as a result of MHE accidents. Approximately 85 fatalities occur annually. These could have been avoided.

A 1980's study by the National Institute of Occupational Safety and Health stated that, "70 percent of the accidents could have been avoided with better training." OSHA has determined that adequate training entails more than just watching a video. Training should consist of classroom instruction combined with hands-on training. The Agency has also adopted this method of training as required by OSHA (29 CFR 1910.178). "Although the Agency offered a self-paced video course, there was a need for an in-depth, hands-on, customer-focused training program," stated Paul Buckmaster, Chief of Technical Assistance and Consultation.

Federal law does not only mandate this course, but it is the right thing to

do. It also makes good business sense. Accident and injury prevention save lives, time, and valuable resources. Every time an accident occurs, the Agency loses precious resources in the form of lowered productivity, lowered morale, cleanup time, and downtime associated with damaged equipment and facilities. A training program designed for accident and injury prevention lowers the Agency's workers' compensation costs, liability costs, and overall operating costs. Safe and competent drivers ultimately produce a safe and healthy work environment for all.

Hands-on Training

Through a partnership between Occupational Health, Environmental and Safety Services (OHES) and Facilities Services, a training course has been developed to ensure that the Agency remains in compliance. The 8-hour course, entitled Material Handling Equipment Operator Safety Training, is broken down evenly between classroom and on-site training. More than 200 Agency and contractor employees from Fort Meade and overseas have completed the training. The student evaluations have been very positive and have shown that employees are satisfied with the instructors and the content of the training. The principal instructors are Garrett Hayden, a safety specialist in OHES, and Dan Delosier, a facilities specialist. Together they created the course in the fall of 1997.

Just as the course is divided evenly between classroom and hands-on training, the content of the course is also divided between the instructors. In the classroom setting, Garrett Hayden teaches the causal factors of accidents, including case histories, and

discusses the applicable safety regulations. He also explains the protective measures used when handling batteries. Dan Delosier teaches the principles of safe driving, and the functions and layout of each piece of equipment and its limitations. During the hands-on sections of the course taught on-site, the trainees are shown how to conduct battery maintenance and perform a daily inspection of MHE. The last section of the course entails a driving evaluation that is graded using the equipment used at the trainee's work site. The trainees receive a score based on their competency as they perform a simulated work-related scenario. Certificates are given to all trainees who pass the driving evaluation and attend the entire course. This course is geared for all employees who handle MHE, including experienced drivers, new drivers, and their supervisors. Refresher training is required every 3 years after an employee has completed the initial 8-hour training.

One satisfied customer, Charlie Thompson, safety/security officer, said this about the course: "In the Publishing Services Division, we have many different types of MHE. This complicates training when dealing with such a large group. There were 70 employees who required training on at least one type, and those who required training on as many as four types of equipment. The classes covered all aspects of MHE operations and safety, and were customized to fit the necessary requirements. The classes were taught in a professional and informative manner."

To request assistance or an on-site visit, contact Dan Delosier at 972-2591(s) or Garrett Hayden at 977-7211(s).

The Native American/Alaskan Employment Program

by Jennifer Pelletier, Alaska Native American Employment Program Manager
Office of Diversity Programs

In 1987, in response to a Federal mandate, the National Security Agency set up the Native American Program to serve American Indians and Alaskan Natives employed by the Agency. Over the years, the Agency has spotlighted Native American roles in science and technology, tribes from the Maryland area, and well known

Native Americans and their accomplishments in society. In 1996, the Native American Program presented the

Seven Philosophies, which are the guiding principles for American Indian men. Each year since, one of the philosophies has been the theme of the Agency's November observance.

In 1997, the second philosophy—The Children was presented and in 1998 we presented the seventh philosophy—Self. This year, the theme of NSA's observance will be the third philosophy—The Family.

The Family unit is a place of growth and learning for future generations. Historically, the teachings of the Indian Nations, tribes, and families have been passed down to the younger generations by storytelling.

Legends and myths of the American Indians go about the task of explaining the world, and their interconnected roles and responsibilities.

These tales are told simply, with little use of sub plots, and can therefore be easily understood and passed down from one generation to another. They are subjected to one of the toughest tests to which art can be subjected—oral tradition. What fails to please is simply forgotten through disuse, and what pleases is repeated,

varied, and fostered by generation after generation. The hero of an American Indian legend may seem to be human one moment and animal the next. Many of the

tales account for the ways of life that the American Indians knew. Another group, usually referred to as trickster—tales, centers around the adventures of a hero who is one moment gullible, and the next very clever. The hero may also serve as one who regulates the world and teaches cultural habits to the tribes. Native American Indian tales contain fancy, evil, cruelty, beauty, good, and love, because life includes these things.

To share the oral tradition of the storyteller with us this year, the Office of Diversity Programs will present Penny Gamble Williams, Tribal Chief of the Chappaquiddick Indian Nation.

Employees attending the presentation will hear some of the stories that have been passed down for genera-

tions, and see some of the crafts taught by elders to younger generations through the years.

Along with passing stories down through the generations, Native Americans have passed down the art of cooking—the varied and delicious dishes made from the vegetables that grew all around them, and the fish and meats available from their hunting.

There will also be a luncheon on November 17 that will showcase some of these foods, including buffalo, corn, fish, and breads. All are welcome to join the feast.

At this time of year, many people try to find the multitude of things for which they can be thankful. It is the Native American belief that the Great One above deserves to be thanked. Every American Indian tribe had its own time of giving thanks.

Usually, that time was during a period of harvesting fruits of the earth. They thanked the Great Spirit for helping the corn to grow, for good health, and for parents and elders who taught them how to live in harmony with Mother Earth and their brothers and sisters.

This month, the Office of Diversity Programs also honors an NSA employee who has contributed his time and artistic talent. Mel Antonio is the artist responsible for several of the beautiful posters, which have recently been used by the Agency to celebrate our Hispanic and Native American monthly observance programs. He also designed this year's poster, which was reintroduced because of its quality and enduring message.

The Office of Diversity Programs is grateful to Mr. Antonio for sharing his talent and knowledge of the Indian ways with the Agency.



Schedule of Events

November 4, Storyteller Penny Gamble Williams, Tribal Chief of the Chappaquidick Tribe of the Wampanoag Indian Nation, 9:00–11:00 a.m., Canine Suite

November 12, Film, "Smoke Signals," 10:00 a.m.–noon, R & E Symposium Center

November 17, Flag Raising, 8:00 a.m., OPS 2A
 American Indian/Alaskan Native Luncheon, 11:00 a.m.–12:30 p.m., Canine Suite

Registration is available on the EEO HomePage at <http://www.s.nsa/ERS/EEO/events.html>.

Health Benefits

The Health Benefits Open Season is ongoing through Monday, December 13. Individual plan brochures and the 2000 Comparison Guides are available in the Integrated Personnel Activities (IPAs), NSA Customer Service Centers, and the Health Benefits Office (SAB 1, Room S1CN03).

Even employees who do not plan on making an Open Season change should review the new 2000 brochure for their current plan because premiums and coverage may change. Electronic versions of most brochures are available on the Agency's Retirement and Insurance HomePage and on the Office of Personnel Management's INTERNET Webpage at www.opm.gov/insure.

New enrollments and changes will be effective January 2, 2000. Questions may be referred to the Health Benefits Office at 963-4524(s) or 410-854-6063.

Awards

MERITORIOUS CIVILIAN SERVICE AWARD



Richard S. Berardino



Cynthia S. Dearfield



Robert W. Jackson

DIRECTOR'S DISTINGUISHED SERVICE MEDAL



Robert J. Liberatore



Alice Freeman Harris

EXCEPTIONAL CIVILIAN SERVICE AWARD



Maria N. O'Connor

You Can Go Home Again—The 1956 NSA Civilian Employee Handbook

by Bob Hanyok
Center for Cryptologic History

As we work through the 5th decade of NSA's existence, sometimes it is easy to lose track of the way we were and to accept the idea that the way NSA currently operates has always been "just so."

We understand, intuitively and rationally, that there have been a multitude of changes in the methods and means of the Agency's missions. Yet, what about the social and personnel aspects of NSA?

What kind of relationship between NSA and its employees existed, say, in the 1950's, the very earliest days of our institutional existence? What were the career expectations, rules of conduct, and attitudes from those days?

One of the joys of history is the discovery of that single piece of documentary evidence which lifts some of the shade from the things we thought we had forgotten. So it is here. While going through old papers belonging to departed Agency historians, what should drop out but a copy of the Handbook for NSA Employees from 1956, entitled "A Look at your Job."

Designed to highlight the do's and don'ts of civilian activities, the hand-

book is a kind of lens through which we can see how life in the NSA of the 1950's moved, and simultaneously, compare it to today's environment.

This article offers some excerpts from the handbook without comment. Some of the tidbits tell us that not much has changed at NSA; some are children of their times. The handbook itself reflects the prevailing corporate approach to personnel relations of the 1950's—that kind of "gen-teel" autarchy which knew what kind of behavior was "just right."

Whatever one may think of the handbook's proscriptions, it is certain that a few of these items may bring a smile

to some readers who remember what it was like back in their day.

By the way, in 1956 the NSA work force was still split among Arlington Hall in Arlington, VA and Nebraska Avenue in Washington, D.C., while a few groups already had made the interim move to Fort Meade, MD.

Oddly, the handbook never states where NSA was located—really! Nor does it give the building, room, or telephone numbers for support activities like libraries or personnel. Naturally, there is no mention of NSA's

missions. The more things change, the more they stay the same. Here are some excerpts:

Look to Your Future

Your job at NSA can be just the beginning. A steppingstone to better things. Why? Because NSA believes in promoting within. Jobs like yours have been the starting place for many who are Agency leaders today.

The Agency wants you to be successful. The higher you climb, the better for all. Your success depends on your attitude, ability, dependability, and preparation for tomorrow's opportunity.

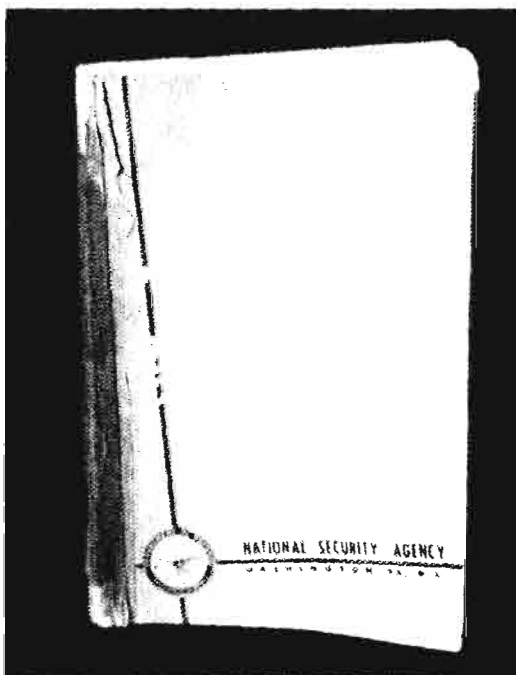
Working at NSA isn't just a job and a paycheck. It's an opportunity to win success and security—you wonder how NSA feels about you. The answer is NSA believes that you are important to its success. Because "you" are NSA. NSA doesn't want to overlook anyone who is able to do a better job.

Security is Up to You

Do not talk about your work. If it is necessary to talk, see your supervisor about proper clearances. This rule protects you and your country. **Make this rule a habit—don't talk about work and don't volunteer information.**

If You Have a Complaint

At NSA, it is expected that every person, no matter what his position may be, will treat others the way he would like to be treated. We try in many ways to make sure you get a square deal. Of course, there are bound to be times when it appears that someone is getting the worst of



it. Generally, a frank talk with your supervisor is the easiest and most effective way of dealing with your problems—never be afraid of reprisal.

Phone Calls

Outside personal phone calls are not usually permitted while at work because of the resulting interruption to the flow of work. Outgoing personal calls may be made during non-working hours from public telephone booths. To avoid unnecessary burden on the mail sections, you must have personal mail sent to your home address. While in general, smoking is allowed on the job, certain areas have been designated as restricted.

Rules of Conduct

There were 27 rules of conduct listed in the handbook. Listed below are a few.

- ◆ gambling, lottery, or any other games of chance on the premises at any time (reprimand to termination)
- ◆ wasting time or loitering during working hours (reprimand to termination)
- ◆ sleeping on duty (reprimand to termination)
- ◆ engaging in private business activities of a prohibited or unethical nature (reprimand to termination)
- ◆ violation of “no-strike” affidavit (termination)

A Place to Park

If you drive to work, you’ll find an NSA parking lot within easy walking distance of the Agency. It is yours to use. Use it but don’t abuse it. There are a few reserved spaces. These are issued on the basis of need and responsibility. If you are fortunate enough to get one, don’t abuse the privilege.

Air Raid Alarms

If an air-raid alarm is sounded, go to your designated shelter area. Your supervisor will tell you the shelter area designated for the use of your section.

Reduction in Force

What is a “RIF?” Whenever a project is completed, a position abolished, or the budget is cut, some employees are probably going to be displaced. This is when we use reduction in force. We just don’t pick and choose the particular employees to be laid off. It is done according to the requirements of law and the regulations of the Civil Service Commission. **Notice To Employees:** If you are to be RIFed, you will be given a written 30-day advance notice.

Performance Ratings

The progress you are making in your work is being noted continually by your supervisor. He is interested, just as you are, in having your work properly evaluated. There are three adjective ratings: “Outstanding,” “Satisfactory,” and “Unsatisfactory.” Because major benefits and penalties are involved, “Outstanding” and “Unsatisfactory” ratings are referred for review above the supervisory level.

If You Must Leave

Normally, when it comes time to leave, we all feel a deep regret in losing not only a coworker but a friend. Whether you stay a short time or a long time, we hope you find your experience worthwhile. You will have participated in the important job of helping NSA and your country. If you must go, it’s been nice to know you.

Thrift Savings Plan Rates Through September 1999

Months	C	F	G
1994	1.33%	(2.96%)	7.22%
1995	37.41%	18.31%	7.03%
1996	22.85%	3.66%	6.76%
1997	33.17%	9.60%	6.77%
1998	28.44%	8.70%	5.74%
1998			
October	8.19	(.52)	.41
November	6.04	.56	.42
December	5.76	.30	.43
1999			
January	4.19	.71	.42
February	(3.09)	(1.74)	.38
March	3.99	.54	.47
April	3.86	.29	.46
May	(2.36)	(.89)	.47
June	5.54	(.33)	.49
July	(3.14)	(.43)	.52
August	(.50)	(.05)	.53
September	(2.78)	1.15	.51
Last 12 Months			
	27.74%	(.43)%	5.66%

Percentages in () are negative.

ANSWERS TO THE NOVEMBER PUZZLE

S S T Z N I P T O U R I S T S
 T M U G D C L A M B A K E S E
 T I O R T Z Y I N U O H E R
 E R I H S P M A H W E N Y C I
 S G T O A H O D Y R U N A N H
 U L C D E R L U S A L E M E A S
 H I E E H S T L L E T K B N K
 C P I N I T A H F I O D P N T R
 A V I N S R R R V O W B I I U E
 S E O L J W O B X R M S A I C B
 S R C A N R C P O A D H T K P
 A M G N P Y K V W R F I E E O
 M O F D Z M A I N E S N I T P
 L N G A P B O S T O N G O R T
 L T G N I K S P W E R Z R S

Club Notes

Celtic Forum meets the last Tuesday of every month. Anyone interested in the culture, art, languages, or heritage of the Celtic lands (Brittany, Cornwall, Ireland, Man, Scotland, and Wales) or peoples is welcome to attend. For further information, contact Karen Davis (kmdavis@nsa), 301-688-7884.

Comic Book/Science-Fiction Memorabilia Collectors Club meets the first Friday of every month. The club provides a forum for people interested in comic books, science fiction, games, and other fandom. A second meeting for family members to attend is held on the third Saturday of each month at the Provinces Library. For more information, contact Ann White (abwhit1@nsa).

Deep Sixers SCUBA Diving Club will hold its monthly meeting on Thursday, November 18 at 7:00 p.m. Possible fall trips include a heated lake in West Virginia and fossil hunting at Calvert Cliffs. A December road trip for Florida diving is in the planning. There is quarry diving at Bainbridge most weekends. There is an on-line Deep Sixers Dive Club through home INTERNET that offers a chat room, message board, on-line calendar, and photo gallery. For more club information, contact Mark at 301-688-7681.

Hispanic Forum meets every month and offers a wide array of activities throughout the year. For more information about the forum's goals, activities, and how to join, subscribe to ESS 1252 or contact Ivette Collazo

(imcolla@nsa). The Hispanic Forum's activities are open to all employees.

Parkway Coin and Stamp Club will hold its monthly stamp meeting Thursday, November 4 at noon. The monthly coin meeting will be Thursday, November 18 at noon. Meeting locations will be displayed in the showcase opposite the OPS 1 Cafeteria entrance during the week of each meeting. Anyone interested is invited to attend. For stamp club information, contact Grover Hinds at 301-688-4598. For coin club information, contact Mitch Ross at 301-688-8428.

Socially Oriented Bikers Motorcycle Club will meet Wednesday, November 3 and December 1 at 5:00 p.m. at Perry's in Odenton. Meetings are scheduled for the first Wednesday of each month. For more exciting news on the club, subscribe to Electronic Subscription Service (ESS) 111 or visit the club's Web site via INTERNET. Future rides include Lancaster, PA; Eastern Shore; and Laconia Bike Rally, NH. Lunch rides are held the third Wednesday of each month at 11:30 a.m. Membership costs \$12 per year. For further information, contact Ron at 301-688-1051, Kent at 301-688-0905, or Brenda at 301-688-4292.

Single People in Activities Recreational and Cultural (SPARC) events for November include dining out at Elkridge Furnace Inn, the Sugarloaf Craft Fair, the Ellicott City Ghost Tour, a game and card event, a singles dance, a monthly activities planning meeting, and weekly happy hours and trivia at Hurricanes. For more information, subscribe to ESS 1444 or contact Sally Biggerstaff at 972-2270(s) or 301-688-0146.

Women and Men in NSA (WIN) is now accepting nominations for the 1999 Dorothy T. Blum Award for Excellence in the employee personal and professional development arena.

The award recognizes Agency employees who have helped other individuals (not necessarily those they have worked with) to attain their personal or professional goals.

The award is named in memory of Dorothy T. Blum, who believed that people are NSA's most valuable resource and provided opportunities, guidance, and encouragement to many Agency employees. The awardee, whose name will be announced at a WIN luncheon in late February 2000, will receive \$250 and a small inscribed plaque. Last year's recipient was Deborah Shoemaker.

Nominations should include the name, organization, and telephone number of both the submitter and the nominee; a summary paragraph explaining why the person deserves to be recognized; one or two paragraphs with specific details; and any information relevant to the nomination.

Three copies of the nomination should be sent to the Dorothy T. Blum Award Committee of WIN, in care of CWF, VCC, OPS 2A, Room 210, by February 5, 2000. The point of contact is Barbara Clark, 301-688-2958, OPS 2B, Room 5118.

CWF Holiday Party

The Civilian Welfare Fund presents "Kohl and Company," December 4, 9:00 a.m., 11:00 a.m., and 1:00 p.m., OPS 2A/2B Cafeteria. For more information, contact the CWF at 301-688-7337.

Payroll Office Has Detailed Y2K Contingency Plan

After several months of discussions and the completion of evaluations of both internal and external systems, the Payroll Office believes that internal problems related to the conversion to the year 2000 will be minimal. However, the potential for problems to occur that are outside of its immediate control is unknown.

Payroll has developed a plan to meet NSA's financial requirements and make necessary payments to employees in light of any problems that may occur. To prepare for the Y2K change, the plan actually begins in mid-December 1999 when Payroll will execute several pay-related biweekly processes earlier than normal.

The entire biweekly payroll process takes several days to complete. To allow time to ensure payment for the first pay period in 2000 and compute reserve or "staged" data for the second pay period in 2000, processing for the December 1999 pay periods must be "rolled back" or completed earlier than normal. Below is a schedule of the payroll processes that will occur for the three pay periods included in our "Plan for Success."

Pay Period 26 (December 5-18)

Biweekly payroll processing for this pay period will begin on Wednesday, December 15, approximately 3 workdays earlier than normal (normally would occur December 20 and 21). Payroll will follow the holiday processing schedule—allowing timekeepers to enter data until 10:00 a.m. and then again from 2:00–5:00 p.m., December 15. To complete the biweekly payroll process, the Defense

Civilian Pay System (DCPS) database will not be available to timekeepers for the remainder of the week. **Note: Even though processing occurs before the end of the pay period, timekeepers will be entering data for the entire pay period.**

If discrepancies occur after the payroll data is processed, retroactive time and attendance changes may be entered into DCPS. Adjustments entered before December 27 will take effect for the next pay period.

All retroactive adjustments will follow the normal adjustment procedures currently in place. The funds will be sent via the electronic funds transfer system (EFTS) to the Federal Reserve Board (FRB) December 21 (the normal transfer date). The FRB will forward the pay information to the financial institutions for subsequent deposit into employee accounts. As usual, posting to employee accounts will depend on the individual financial institution.

Pay Period 1 (December 19-January 1, 2000)

Biweekly payroll processing for this pay period will also occur earlier than normal, in an accelerated mode. Timekeepers will have access to DCPS for entry of time and attendance data beginning December 20.

The biweekly pay processing will begin Monday, December 27, approximately 5 workdays earlier than normal (normally would occur January 3 and 4, 2000). Again, payroll will follow the holiday processing schedule—allowing timekeepers to enter data until 10:00 a.m. and then again from 2:00–5:00 p.m., December 27. Time-

keepers will be entering data for the entire pay period. Retroactive adjustments may be required in subsequent pay periods. The funds for this pay period will be sent via EFTS to the FRB January 5, 2000 (the normal transfer date). The FRB will forward the pay information to the financial institutions for subsequent deposit into employee accounts. As usual, posting to employee accounts will depend on the individual financial institution.

Pay Period 2 (January 2-15)

Using "emergency" time and attendance data (data created based on the employee's normal work schedule stored in DCPS), biweekly payroll processing for this pay period will occur on December 28 and 29, 1999. This will require *no* participation from Agency employees, timekeepers, or managers. This process will be completed in an environment separate from the normal DCPS database.

The pay data created in the separate environment will be considered "staged" pay data and will only be used if normal payroll processing for the pay period cannot occur January 18, 2000. If normal processing occurs, the staged data will be destroyed, and processing for this pay period will occur January 18 and 19, 2000.

As usual, the payment will be sent via EFTS to the FRB January 19, 2000. The FRB will forward the net pay data to the financial institutions for subsequent posting to employee accounts. If Y2K problems exist that prohibit biweekly payroll processing on January 18 and 19, the "staged" pay data will be distributed to the FRB on January 19, 2000.

Payroll's "Plan for Success" encompasses the processing of the pay data, and includes the distribution of biweekly net pay to employees.

Paul Derthick's Headline Puzzleby Larry Gray

The following are headlines from recent daily newspapers. Each of the five is a different letter-for-letter substitution. All five are derived from the same mixed alphabet at different settings against itself. For Paul Derthick's explanation of how to do the Headline Puzzle, visit Website http://nicc.fanx.snsa/newsletter/news_puzzle.html.

1. GWEHJFCT RZKXA'Q RZKKAQ QVEFCA GWCAETAQ HC CKEVG JFEKZHCF
2. AOVPSQOV. QSOSEAH VQUOVU MSGQMJEQJMRZ DOUR URZSMG VRPSGQAMG
3. EGKJU EUZXRDTJ GD HKUXWG XRAG'J HGSRWRAZS JWZWKJ JGKTEW
4. BLEQ MFNFUC QLBGXXC LC FBVFLBC CUHI KXXG-MHBE CGFV
5. GJZB BPLUH DUBGHZ SJAA IUH PMCGXGMCMSG IHUL PMCUMGZPJ

Answer will appear next month.

Answer to October Puzzle:

1. DEMOCRATS HOPING TO CLOSE GAP IN REPUBLICAN-CONTROLLED SENATE
2. SYBASE BOARD APPROVES BUYBACK OF OUTSTANDING STOCK
3. SLOW-GROWTH ACTIVISTS UPSET OVER HIGH-TECH PUSH FOR ROADS
4. KAFELNIKOV VICTOR OVER KIEFER AT LEGG MASON TENNIS CLASSIC
5. RUSSIAN ECONOMY BEING CRIPPLED BY MASSIVE FLIGHT OF CAPITAL

Setting: ESKER Key: MORAINÉ Hat: DRUMLIN

Paradise Island

Hidden below are 25 words associated with the word island. The words read in any direction and any letter may be used more than once.

S	S	T	Z	N	L	P	T	O	U	R	I	S	T	S
T	M	U	G	D	C	L	A	M	B	A	K	E	S	E
T	I	C	R	T	Z	Y	I	N	U	Q	I	H	E	R
E	R	I	H	S	P	M	A	H	W	E	N	C	C	I
S	G	T	O	A	H	O	D	Y	R	U	N	A	N	H
U	L	C	D	E	R	U	S	A	L	E	M	E	A	S
H	I	E	E	H	S	T	L	L	D	I	K	B	N	K
C	P	N	I	T	A	H	F	I	O	D	F	N	T	R
A	V	N	S	R	R	R	V	O	W	B	I	I	U	E
S	E	O	L	O	W	O	B	X	R	M	S	A	C	B
S	R	C	A	N	R	C	P	O	A	D	H	T	K	P
A	M	G	N	P	Y	K	V	W	R	F	I	E	E	O
M	O	F	D	Z	M	A	I	N	E	S	N	I	T	R
L	N	G	A	P	B	O	S	T	O	N	G	Q	R	T
L	T	G	N	I	I	K	S	P	W	P	R	Z	R	S

In Memoriam

Mark F. Abernathy, a security support specialist in the Support Services Organization, died August 7. He was 46.



A native and resident of Baltimore, MD, Mr. Abernathy joined the Agency in 1986.

Mr. Abernathy is survived by his wife, Patricia.

Virginia H. Davis, a former analyst in the Operations Organization, died June 4. She was 74.

Ms. Davis began her Agency career at Arlington Hall. She retired in 1973 with 24 years of Federal service. Ms. Davis most recently resided in Dayton, VA. She enjoyed travel.

Gerald A. Deckert, a manager in the Operations Organization, died July 28 of a heart attack. He was 46.



Mr. Deckert earned a degree in engineering from Washington State University. He

joined the Agency in 1975. Mr. Deckert resided in Elkridge, MD. He was a cycling enthusiast, a philatelist, and active in the Boy Scouts.

Mr. Deckert is survived by his wife, Barbara; a son, Brian; and a daughter, Claire.

Douglas A. Fletcher, a logistics officer in the Support Services Organization, died August 25 of ventricular fibrillation. He was 52.

Mr. Fletcher joined the Agency in 1965. He earned an Associates of Arts Degree in Business Administration

from Prince Georges Community College.



Born in Washington, DC, Mr. Fletcher resided in Severn, MD. He enjoyed handyman projects and watching sporting events.

His wife, Linda; and three sons, Kenneth, Michael, and Jason survive Mr. Fletcher.

Jack E. Haynes, a former cryptomaterial control specialist in the Information Systems Security Organization, died August 31 of cancer. He was 74.

Prior to joining the Agency, Mr. Haynes served with the U.S. Navy. He retired in 1980 with 37 years of Federal service.

An avid sports fan, Mr. Haynes resided in Sunderland, MD.

Mr. Haynes is survived by his wife, Thelma; and five children.

Edmund F. Izzì, a former cryptologist in the Technology and Systems Organization, died July 9 of a heart attack. He was 73.

Mr. Izzì retired in 1977 with 28 years of Federal service.

Mr. Izzì was a resident of Lanham, MD. He enjoyed fishing and cooking and was an active church member. Mr. Izzì is survived by a sister.

Patricia L. Jenifer, a senior budget analyst in the Plans, Policy, and Programs Organization, died June 21 of cancer. She was 39.



Ms. Jenifer earned a bachelor's degree in accounting from Roger Williams College. She joined

the Agency in 1983. Ms. Jenifer was a native and resident of Washington, DC. She enjoyed painting and crafting, but her main interest was spending time with her daughter and family.

Her daughter, Brittany, survives Ms. Jenifer.

John S. Lawrence, a former linguist in the Operations Organization, died August 1 of Parkinson's Disease. He was 79.

Prior to joining the Agency, Mr. Lawrence served with the U.S. Air Force. He retired in 1979 with 33 years of Federal service. Mr. Lawrence resided in College Park, MD.

His wife, Ruth; a daughter, Nancy Snyder; a son, David; and three grandchildren survive Mr. Lawrence.

Bernard W. Reiben, a former intelligence research analyst in the Operations Organization, died August 7 of a heart attack. He was 74.

Prior to joining the Agency, Mr. Reiben served with the U.S. Army. He retired in 1976 with 21 years of Federal service.

Mr. Reiben most recently resided in Bellevue, WA. He enjoyed photography.

Mr. Reiben is survived by his wife, Paula; two daughters; and three grandchildren.

Marsha R. Shell, an administrative officer in the Support Services Organization, died August 4 of cancer. She was 46.



A native of Baltimore, MD, Mrs. Shell joined the Agency in 1986. Mrs. Shell resided in Randallstown, MD. She

was an active church member and an avid shopper.

Mrs. Shell is survived by her husband, George; and a son, Corey.

In Appreciation

I would like to express my sincere thanks to the many friends and co-workers of the NSA family for their overwhelming expressions of sympathy following the recent passing of my husband, MSG Robert J. Bancewicz, USA (retired). Your thoughtfulness and support during my husband's yearlong battle with metastatic kidney cancer and subsequent death is deeply appreciated. Your kindness during this most difficult time will always be remembered.

Terry Bancewicz

My family and I would like to express our sincere appreciation to my NSA colleagues and friends for their expressions of sympathy and support during my mother's illness and following her death. The cards, flowers, plants, prayers and generous gifts were greatly appreciated and a comfort to us during this difficult time. Such support, friendship, and kindness will always be remembered.

Debi DeHaven

My family and I would like to express our appreciation to friends and coworkers for the support after the sudden death of my father, Robert Bassett. We were overwhelmed with the number of people that came to pay respect, as well as the many cards, flowers, and phone calls. Thank you! You are never prepared for such a time, but thanks to all of you who were there, it did ease the pain. Your kindness will never be forgotten.

Anita Doda and Family

My family and I would like to thank everyone for their cards, flowers, prayers, and expressions of love, support, and condolences during my father's illness and subsequent death. We would especially like to thank my staff, the MHS family, and many others for their contributions to the American Cancer Society in memory of my father. Words cannot express the sincere appreciation we feel for your kindness in our time of sorrow.

Kelly Freeman-Garrett and Family

We would like to thank our friends and coworkers at NSA for their kind expressions of sympathy and concern following the sudden death of my father. Our joy is knowing he was prepared for his death but he will be missed by us in this life.

--Bill. Kaye, and Archilou Frix

REPORTING ON FRAUD, WASTE, AND INEFFICIENCY

The Secretary of Defense has solicited the cooperation and support of all DOD personnel in reducing fraud, waste, and inefficiency in DOD. All personnel should be alert to opportunities for improved economies and efficiencies in NSA operations. Recommendations should be made through appropriate management channels.

To report suspected instances of fraud, waste, and inefficiency within NSA, call either the NSA Inspector General (IG) at 301-688-6666 or the DOD Hotline at 1-800-424-9098. The Hotline operates from 8:00 a.m. to 5:30 p.m. each workday and is staffed by personnel from the Defense Criminal Investigative Service. The identity of all callers will be fully protected.

Personnel using the outside telephone or contacting the DOD Hotline are reminded of security requirements; they should discuss only unclassified information. Classified conversations should be held only over the secure phone with the NSA IG's office or with the IG's representative in person in OPS 2B, Room 2B8076. Shift personnel or others wishing to leave a message with the NSA IG may do so by calling on the secure phone and leaving a recorded message.

I would like to extend my sincere thanks to my friends and coworkers for their many expressions of sympathy following the sudden death of my brother. Your kindness and thoughtfulness were greatly appreciated.

--Lawrence Hauf and Family

I wish to extend my deep appreciation to my friends and colleagues for all the expressions of sympathy I received following the death of my mother. Each one meant a great deal to me, and I shall never forget your thoughtfulness.

--Don Newhart

My family and I would like to express our gratitude to our friends and coworkers for the many expressions of concern and support we received during my brother Vernon's illness and following his death. They say you can measure your blessings by the number of friends you have. Well, during this unhappy time we realized that we truly have been blessed. Words will never be enough to let you know how much everyone's compassion means to us and you will always be remembered in our hearts

--Patricia E. Schmidt and Family

I would like to thank my friends and coworkers for their expressions of sympathy and support following the death of my brother. It's always grievous to lose a loved one, and I really needed a few kind words and gestures of comfort. Thanks to all.

--Liza (Boyle) Stough

Retirements

I would like to thank my colleagues and friends who attended my retirement party. A special thanks to Larry who arranged and worked so hard to make it a success. My family

and I hope that everyone who attended enjoyed themselves as much as we did.

The presentation of mementos and speeches will always be remembered, as will the friendships I have made during my 36 years of service.

--Karl M. Schmidt

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