

NATIONAL
SECURITY
AGENCY

NEWSLETTER

Volume XLVII, No. 11

November 1999

Approved for Release by NSA on
12-18-1999, FOIA Case # 16273

Happy
Thanksgiving

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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 "gentle" 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 workforce 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.

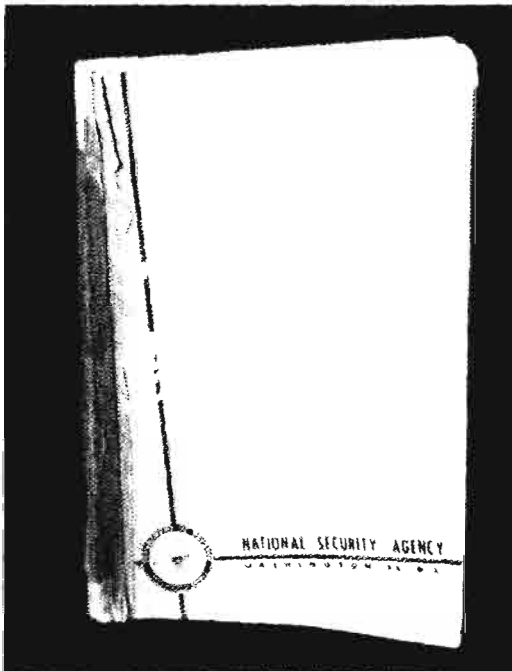
Working at NSA isn't just a job and a paycheck. It's an opportunity to win success and security—you wonder how NSA feels about you. The answer is NSA believes that you are important to its success. Because "you" are NSA. NSA doesn't want to overlook anyone who is able to do a better job.

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 I S T Z N L P I O G R I S T S
 Y M U G D C I A M B A K E S E
 T I O R T Z Y I N U O H E I R
 E R I H S P M A H W E N Y C J I
 S G T O A H O D V R U N A I N H
 L I C O E R R U S A L E M F A S
 H I E E I H S T L L E T K B N K
 C P N I T A H F I O G P A T R
 A V N S R R R V O W B I U F
 S E O L J 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 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 I G N K S P W F 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.s.nsa/newsletter/news_puzzle.html.

1. GWEHJFCT RZKXA'Q RZKKAQ QVEFCA GWCAETAQ HC CKEVG JFEKZHCF
2. AOVPSQQV. 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

THE NATIONAL SECURITY AGENCY NEWSLETTER

November 1999 • Vol. XLVIII No. 11



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.

The *Newsletter* office is located in OPS 1, Room 3N074. The telephone numbers are 963-5901(s) and 301-688-6583.

Employees may submit items for publication via E-mail to nsanews. Retirees may submit a typed, double spaced article, that includes their name, organization, and phone number to the NSA/CSS Internal Communications Cell, Fort George G. Meade, MD 20755-6000. All submissions to the *Newsletter* are subject to editing for space, clarity, and classification. There are no exceptions to this policy.

Printing of this publication was approved by the Director, NSA, March 1, 1972. This publication does not necessarily reflect the official views of the Department of Defense.

The *Newsletter* is printed by the Publishing Services Division.