



NEWSLETTER

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March 2000

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Women's History Month 2000

NSA

DIRNSA'S DESK



(“Inside the National Security Agency” Act One, Scene One. DIRNSA and Journalist enter the Director’s Office.)

DIRNSA: (offers his visitor a chair) “Let me start by discussing our mission. We are in the business of intercepting foreign—let me emphasize ‘foreign’—communications that we analyze and input to intelligence products for national policy and military decision makers. We are also responsible for securing the government’s communications infrastructure and protecting the information that resides there.”

Journalist: (smiling) “What? No alien autopsies and assassinations?”

DIRNSA: (laughing) “‘The X-Files’ and ‘Enemy of the State’ are not exactly the best source of information on the Agency. That’s why I’ve invited you here today, so you might hear it straight from the source. What I’ve just told you is unclassified. It’s actually a matter of public record—it’s law. However, our culture here has strongly discouraged any discussion of the Agency, even to the extent that employees were once advised not to reveal their employment, even to relatives.”

Journalist: “Yeah, I heard that your culture is an issue for you. But that’s not the only challenge, is it?” (Journalist eyes DIRNSA expectantly)

DIRNSA: “It’s also no secret that our resources have declined at a time when an explosion in technology and the new intelligence needs of the Nation have dramatically and forever changed the way we must do our business. Unfortunately, in an agency that came of age in a single threat environment—namely, the Former Soviet Union—we are having a hard time viewing change as a state of being rather than a relatively short process to an end state. Several articles have recently appeared in the press that expand on this subject with varying degrees of accuracy.”

(End Scene One)

Okay, by now you’re wondering what’s going on here. I know you’re not used to seeing live theater in the DIRNSA Desk article, but I want to introduce an important new thrust for NSA. I also want to let you know that I may be calling upon you to help.

While security and secrecy kept critical information well protected inside these walls in the past, it also kept some important things on the outside from influencing our growth as an agency. We can no longer afford to operate that way. The knowing few have always been well aware of the

fact that NSA is a national treasure. At the same time, they are much less aware of the weight of our challenges at a time when our human and fiscal resources have declined in the past 2 decades. Moreover, the media and the public have some misperceptions about our business that does an injustice to the men and women who serve tirelessly in their efforts to protect and defend through their cryptologic disciplines.

I mentioned in earlier issues that we are developing a new public affairs policy. Scenarios like the one you read earlier are becoming commonplace. I've asked my Chief of Public Affairs to set up a series of interviews between several well-known journalists and me. Some meetings have already taken place—not off campus, but here at the Agency. Future meetings might be expected to include facility tours. I believe we can do this and still keep secret that which needs to be secret.

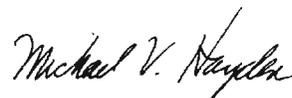
Not every reporter is friendly to the Agency, and we certainly run risks that the information we provide will be misconstrued or used against us. That's a risk we have to manage; the alternatives are unacceptable. If our official comment remains "no comment," then how can we cry foul when the press creates suspicions about us as an agency?

We have an obligation to American taxpayers to help them understand that they receive a huge return on their investment in intelligence. The dividends are manifest in the safety of Americans overseas, in our ability to warn of the intentions of those who would do harm to the Nation and its allies, and in the protection of the Nation's information from those who would undermine us. Every day we go about the businesses of SIGINT and Information Assurance while rigorously and lawfully safeguarding the rights of U.S. citizens under the Constitution.

We can't do it alone. We will likely experience some setbacks. That's fine, because we're learning as we go. We plan to enlist those of you who have personal experience with the historical, albeit largely unknown, stories of how the men and women of NSA have added value for the Nation. Many are now familiar with VENONA and our efforts in World War II, but there are more stories to tell. I've asked the Public Affairs Office (PAO) to assist with a declassification review on the events of the Korean War as we approach the 50th anniversary of that conflict. Those of us who've been around awhile are in the best position to give actual accounts of the difference that NSA has made.

Current employees with more contemporary experience also have a role to play. The PAO has put together unclassified fact sheets describing our SIGINT and INFOSEC missions, the types of people we are, and some historical and current facts of interest. I ask that you share these with your family and close associates. Encourage them to visit our Internet website at <http://www.nsa.gov>.

By accepting the need for change and working together, we can help America realize that we are much more than a chrome, steel, and glass complex off of the Baltimore-Washington Parkway. We have a human face and the interest of the Nation in our hearts.



Club Notes

Arundel Yacht Club (AYC) invites individuals interested in power or sail boating to attend its next monthly meeting Monday, March 13 at 7:00 p.m. in the Colony 7, Conference Room 6. Jay Bower, of the Chesapeake Bay Foundation, will speak on oyster farming at this month's seminar. For more information, contact Evan Andrews at 961-1215(s) or 301-688-0716.

The annual AYC Learn to Sail course is expected to begin in April with land-based instruction. This is followed by 4-6 hours on the water with AYC skippers approximately one month later. The course is usually free to AYC members. For more information on this training, contact Jim Openshaw at 410-531-2107.

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.

Ceramic Crafters will hold its annual spring sale Monday, April 10, 11:00 a.m.-1:00 p.m. in front of the OPS 1 Cafeteria. NSA apothecary jars, candy jars, mugs, millennium mugs, and steins will be available for purchase. Colors available are white, black, clear, and green. For additional club information, contact Dale Crotty at decrott@nsa or write to the Ceramic Crafters Club, c/o the CWF Club Mail Facility.

Native American Forum (NAF) has several events scheduled for this month. March 15 and 16 are the First Nation's Spring Market Days, 10:00 a.m.-3:00 p.m. in the OPS 1 North Cafeteria Party Room. Featured will be "new," used books, American Indian pottery, jewelry, arts, crafts, and much more.

March 20 the NAF will show an American Indian documentary in OPS 1, Room 9A135 from 11:00 a.m. to noon. For more information on NAF events, subscribe to ESS 117 or e-mail taclark@nsa.

Single People in Activities Recreational and Cultural (SPARC) events for March include a dinner theater event, a day outing to the Philadelphia Flower Show, a singles dance in Bowie, a St. Patrick's Day bash, dining out in Little Italy, a mall walk and dinner, a monthly activities planning meeting, and weekly happy hour and trivia at Champions. For information, subscribe to ESS 1444 or contact Sally at 972-2270(s) or 301-688-0146.

Women and Men in NSA (WIN) will celebrate Women's History Month with a live presentation of vignettes of famous women in history. A breakfast buffet will be held Wednesday, March 22, 8:00-9:30 a.m. in the Canine

Suite to celebrate Women's History Month. There will be a drawing for two free WIN memberships at this event. For more information, contact Sue McTague at 301-688-4354.

The 2000 WIN Scholarship Committee will be awarding Barbara W. Clark Undergraduate Scholarships to NSAers and military members who have not earned a bachelor's degree and wish to begin, continue, or complete an educational goal. Scholarships are limited to undergraduate courses and are not required to be job related. Applications will be available in most CWF offices and Customer Service Centers, or the Career Resource Center. Applications must be submitted by noon, April 14. For information, call Nancy Stefanski at 301-688-5536.

Cover Design: The cover this month was adapted by the Publication Design Team of Multimedia Products from the Women's History Month poster contest winner. Sam Love, of the Support Services Organization, designed the winning poster.

Sam's description of his work: The young girl represents the future—today's youth looking ahead to what might be, while contemplating the roles of some of the more famous or influential women of the past 100 years. It was difficult selecting which women to represent a variety of professions and lifestyles. The woman on the ladder ties the past to the future through the present and represents the ability of the contemporary woman to rise to the top of her chosen profession.

Pictured on the poster are (top to bottom, l. to r.): Golda Meir, Maya Angelou, Mother Teresa, Rosa Parks, Princess Diana, Eleanor Roosevelt, Ella Fitzgerald, Amelia Earhart, Anne Frank, Hillary Rodham Clinton, and Katharine Hepburn.



NSA CSS INTERNAL
COMMUNICATIONS CELL

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

The NICC 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 articles, including their name and phone number, to the NSA/CSS Internal Communications Cell, Fort George G. Meade, MD 20755-6000. Without exception, submissions to the Newsletter are subject to editing for space, clarity, and classification.

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 NSA Newsletter is printed by the Publishing Services Division.



Can you guess what's being built? See page 6 for another clue.

Mark Your Calendar

March 8—Ash Wednesday

Archbishop Edwin F. O'Brien, of the Archdiocese for the Military Services (USA), will be the principal celebrant, 12:15–12:50 p.m. in the Friedman Auditorium.

Within the Catholic Church, the archdiocese, headquartered in Hyattsville, MD, has worldwide jurisdiction for spiritual and pastoral activities in support of Catholic service members and their families and at Veterans Administration hospitals.

To receive a schedule of daily Catholic lunchtime activities, contact Marty Foye at mjfoye@nsa or 301-688-4598. For information on other religious services held at NSA facilities, contact the NSA Chaplain's Office at 963-4525(s) or 301-688-7605.

May 3—Holocaust Observance

The keynote speaker for NSA's 13th annual commemoration of the Days of Remembrance for the Victims of the Holocaust is artist and lecturer Alice Lok Cahana. Ms. Cahana, a sur-

vivor of Auschwitz and Bergen-Belsen, is one of five Hungarian Holocaust survivors featured in "The Last Days," a Steven Spielberg-produced, Academy Award-nominated documentary. She will share her story with NSAers in a presentation entitled "From Ashes to the Rainbow," at 10:00 a.m. in the Friedman Auditorium.

March 31—Contest Deadline

The Science and Engineering Society (SES) is holding its annual technical paper contest. Submissions are due by March 31. Cash prizes will be awarded.

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.

Retirements

43 Years

William Ferguson

Paul H. Clark
Stephen P. Schwartz

39 Years

Patrick Donohue

35 Years
Edmund A. Klebe
Ronald C. Willard

38 Years

Jesse L. Meyers, Jr.

33 Years
Wanda J. McGraw

37 Years

Kenneth E. Hale

31 Years
Stephen J. Ganz

36 Years

Rowena R. Haley
Harold A. Schwabline

13 Years
Jennifer R. Clagett

Coast Guard Team Commendation

by LCDR A. Reese Madsen, Jr., USN

The Coast Guard Meritorious Team Commendation was first authorized December 22, 1993, by the United States Coast Guard Commandant. This award is presented by the Commandant to qualified groups that do not constitute a Coast Guard unit.

To receive this award, individual members of these groups must make a significant contribution to the group's overall outstanding accomplishment of a study, process, mission, etc. The service performed as a group must also be of a character comparable to that which would merit the award of the Commandant's Letter of Commendation or higher to an individual.

Job Well Done

On January 31, RADM Thad Allen, USCG, presented NSA's Coast Guard Liaison Establishment Team the Coast Guard Team Commendation. The award was given for the team's exceptionally meritorious service in the establishment of the U.S. Coast Guard Liaison Office at the Agency. Members of the team possessed little direct exposure to the Coast Guard but quickly learned the depth and breadth of missions, capabilities, and issues that the Coast Guard possessed, and became advocates for the service.

Through a memorandum of understanding, the team ensured that the Coast Guard's liaison position was placed at the directorate level. This greatly enhanced the exposure the service had within the Agency and afforded the current liaison, LCDR A. Reese Madsen, Jr., the necessary access throughout NSA. Connectivity was established to ensure timely information was passed at all classification levels. Both NSA and

the Coast Guard immediately realized efficiencies and other enhancements.

The first Coast Guard Meritorious Team Commendation to NSAers was presented to Karen Durilla; MSgt Donald England, USAF; Tim George; Maureen Houseal; Marie Lindsay; Claire Miller; Kristina Tremain; Julia Wetzel, former Executive Director, and Patricia Williams.

The establishment of the liaison position at the Agency has greatly improved the partnership between the Coast Guard and NSA and has increased the overall U.S. capability in high-interest maritime operations.

For more information regarding the Coast Guard, its academy, or this award, contact LCDR Madsen at 963-1417(s), 301-688-1417, or armadsc@nsa. Coast Guard information may be found at NSA website <http://licensedinfo.snsa/Periscope/nations/use/usa/coguard/index.htm>.

Jonathan's Story Continued

Last month in the February *Newsletter*, a website was listed in the article "The Secrets in the Quilts" (page 9) that was supposed to have the conclusion of Jonathan's Story. Unfortunately, this was not the case. Due to computer problems experienced by the Agency, updates to the Black History Month homepage were lost. The homepage has since been updated. The conclusion to Jonathan's Story can be found at <http://www.snsa/EEO/BHM/index.htm>. The Office of Equal Employment Opportunity and the NSA/CSS Internal Communications Cell regret any inconvenience this situation caused.

Women's History Month Calendar of Events

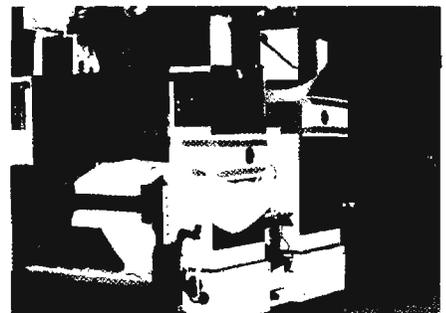
March 7—Financial Planning Seminar; Guest Speaker: Merle Ross of American Express Financial Advisors, Inc.; Topic: "Financial Well Being: What Every Woman Should Know;" 8:30–11:30 a.m.; R&E Symposium Center

March 7—Keynote Address by Commander Wendy Lawrence, NASA Astronaut; Topic: "Reaching for the Stars;" 1:30–2:30 p.m.; Friedman Auditorium

March 14—PCS Roundtable, noon–4:00 p.m., OPS 2B, Room 2B4118-6

March 16—FWP Awards Luncheon; Guest Speaker: The Honorable Joan Dempsey, Deputy Director of Central Intelligence for Community Management; 11:00 a.m.– 1:00 p.m.; OPS 2B, Canine Suites, subscription \$10

March 30—Baltimore Federal Executive Board's Federal Women's Program Conference, 8:00 a.m.– 4:00 p.m., Martins West, subscription \$45



Does this help? See page 12 for the full story.

A Blast from the Past

by Sharon Schwemin, NICC

With this month's Blast from the Past, some of you will remember, some will just be amazed. In scanning old Newsletters, we found the following pay scales from 1952. Just remember, everything is relative!

How Much Were You Making in 1952?

SCHEDULE OF ANNUAL SALARY RATES BY GRADE
(Authorized by the Classification Act of 1949,
as amended by the Act of October 24, 1951)

GENERAL SCHEDULE

GRADE	RATES WITHIN GRADE								
	a	b	c	d	e	f	g	x	(Longevity) y z
1	2,500	2,580	2,660	2,740	2,820	2,900	2,980	3,060	3,140 3,220
2	2,750	2,830	2,910	2,990	3,070	3,150	3,230	3,310	3,390 3,470
3	2,950	3,030	3,110	3,190	3,270	3,350	3,430	3,510	3,590 3,670
4	3,175	3,255	3,335	3,415	3,495	3,575	3,655	3,735	3,815 3,895
5	3,410	3,535	3,660	3,785	3,910	4,035	4,160	4,285	4,410 4,535
6	3,795	3,920	4,045	4,170	4,295	4,420	4,545	4,670	4,795 4,920
7	4,205	4,330	4,445	4,580	4,705	4,830	4,955	5,080	5,205 5,330
8	4,620	4,745	4,870	4,995	5,120	5,245	5,370	5,495	5,620 5,745
9	5,060	5,185	5,310	5,435	5,560	5,685	5,810	5,935	6,060 6,185
10	5,500	5,625	5,750	5,875	6,000	6,125	6,250	6,375	6,500 6,625
11	5,940	6,140	6,340	6,540	6,740	6,940			
12	7,040	7,240	7,440	7,640	7,840	8,040			
13	8,360	8,560	8,760	8,960	9,160	9,360			
14	9,600	9,800	10,000	10,200	10,400	10,600			
15	10,800	11,050	11,300	11,550	11,800				
16	12,000	12,200	12,400	12,600	12,800				
17	13,000	13,200	13,400	13,600	13,800				
18	14,800								

CRAFTS, PROTECTIVE AND CUSTODIAL SCHEDULE

GRADE	RATES WITHIN GRADE								
	a	b	c	d	e	f	g	x	(Longevity) y z
1	1,810	1,870	1,930	1,990	2,050	2,110	2,170	2,230	2,290 2,350
2	2,420	2,490	2,560	2,630	2,700	2,770	2,840	2,910	2,980 3,050
3	2,552	2,632	2,712	2,792	2,872	2,952	3,032	3,112	3,192 3,272
4	2,750	2,830	2,910	2,990	3,070	3,150	3,230	3,310	3,390 3,470
5	2,974	3,054	3,134	3,214	3,294	3,374	3,454	3,534	3,614 3,694
6	3,200	3,280	3,360	3,440	3,520	3,600	3,680	3,760	3,840 3,920
7	3,435	3,535	3,635	3,735	3,835	3,935	4,035	4,135	4,235 4,335
8	3,740	3,865	3,990	4,115	4,240	4,365	4,490	4,615	4,740 4,865
9	4,150	4,275	4,400	4,525	4,650	4,775	4,900	5,025	5,150 5,275
10	4,565	4,690	4,815	4,940	5,065	5,190	5,315	5,440	5,565 5,690

Thrift Savings Plan Rates Through January 2000

Years	C	F	G
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%
1999	20.95%	%(.85)	5.99%

1999			
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
October	6.34	.38	.53
November	2.00	(.01)	.51
December	5.90	(.45)	.54

2000			
January	(5.03)	(.34)	.56

Last 12 Months 10.25 (1.88) 6.13
Percentages in () are negative.

ANSWERS TO THE MARCH PUZZLE

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

Women's History at NSA: A Personal Reflection

by Barbara McNamara
Deputy Director, NSA

In honor of Women's History Month, I have been asked to share with you some snapshots from my institutional memory regarding how NSA has endeavored to keep pace with society in our treatment of women. I would also like to share some observations about the ways that women's contributions have benefited the entire work force.

Although women were few in number, the entire work force was well aware of the great contributions made by Elizebeth Friedman, Agnes Driscoll, and other women who founded the Nation's cryptologic effort. We also had three senior women who served as beacons: Juanita Moody, Polly Budenbach, and Ann Caracristi, who went on to become Deputy Director. Not only have we recognized talented women, but as our professional environment has continued to evolve, more women are playing strategic roles than ever before.

While there are women at NSA who have experienced discrimination, we, like other organizations in government and industry, have continued to adapt so that we can reflect what Americans consider appropriate and professional, and we have made adjustments to ensure that our practices are fair and legal. Overall, our environment has become a much more comfortable place for both women and men.



As for women, we have left behind the era of "firsts": the first woman to achieve the rank of Senior Cryptologic Executive, the first woman softball team manager, the first woman Deputy Director, and the first woman umpire of the NSA softball league are some examples. Just as the American culture has changed, NSA's culture has also changed. We have transitioned to the period where women are recognized regularly for professional achievement and their contributions to their communities.

Times Have Changed

Now in the year 2000, we are at the point where we don't think twice about seeing women in leadership, where promotion processes ensure fair and equal treatment, and where stereotyping seems much more a thing of the past. There are and will continue to be cases of discrimination and stereotyping, but our culture is one in which women are generally accepted as professional equals without question.

I am reminded of our progress and the changes in our culture when I travel to meet with some of our foreign partners, in countries where professional women are still regarded as a bit of a novelty. At the Agency, and in American Government and industry circles, I rarely experience this reaction. The number of women in leadership positions is greater than ever before. Certainly this change has been beneficial to NSA women, and has reflected the progress that has been made throughout Government and the Intelligence Community. These changes in statistics and culture have not only helped women, but have also

resulted in concrete advantages to the entire work force.

Better Services for All

Well into the 1970's, employees (mainly women) were required to resign if their spouses were selected for PCS assignments and there were no positions for them at the field site. There was no such thing as a Spousal Accommodation Program, nor was the spouse permitted to take Leave Without Pay (LWOP) for the duration of the tour. This was certainly a hardship for many NSA women, and the increase of women in the work force and dual-income families led to the need for more flexible policies regarding field assignments.

In the 1980's, we revised the Personnel Management Manual (PMM) to allow up to 5 years of LWOP for a spouse if there were no positions available at the field site. In 1987, we began the official Spousal Accommodation Program, and billets were provided for such spouses if one was not available at the field site, providing that the site identified legitimate, career-enhancing work for which the spouse was qualified. Over time, part-time billets were the norm, so in 1994, provisions were made to ensure that full-time spouses, who took part-time assignments in the field, were guaranteed full-time billets when they returned to NSA Headquarters.

Today, despite budget and billet reductions, the Agency still seeks to find career-enhancing positions for spouses and offers special billets if none are available at a field site, as long as legitimate work is identified which the spouse is qualified to perform. These accommodations are open to all NSA-employed spouses, both men and women. Thus, the

adjustments called for by women employees brought about opportunities for all accompanying NSA-employed spouses. While we are still working to improve our accommodations for all spouses, the Spousal Accommodation Program is a great benefit for the NSA work force.

In 1994, we introduced the Telecommuting Program. Under this program, employees can work virtually at Fort Meade from field sites and other approved alternate locations. These two programs make it easier for NSA employees to take PCS assignments. Like the spousal accommodations, the telecommuting option was brought about largely because of NSA women. Now, both programs benefit the entire work force.

In addition to the Spousal Accommodation and Telecommuting Programs, the Employee Assistance Service (EAS) is an NSA employee benefit that was initiated largely as a result of the stress on couples and families caused by the growing number of working women. According to a study performed by the Families and Work Institute in New York City entitled "The Changing Workforce: Highlights of the National Study (1992)," the increase of women in the work force had a profound impact on the American culture.

In the past, many American males could depend on their spouses to stay at home and handle childcare and other domestic responsibilities. According to these studies, the increased number of women working and the absence of spouses staying at home led to role conflicts and added stress to many families who were making this transition. We established the EAS to provide assistance to couples and families who were dealing with such circumstances. Many women,

who continued to handle the bulk of domestic responsibilities in addition to full-time workloads, demanded more of the kinds of services that EAS and other NSA family support services offered. Over time, the EAS evolved to accommodate the changing needs of the entire work force.

Adding Diversity

The increase of women in the work force has also been advantageous to the Agency in more abstract ways. The obvious point is that we wouldn't have benefited from the skills that talented women have brought us. Just as the increase in the number of minorities has added another dimension, the increase of women brought with it a diversity that helps us look at problems and projects from various perspectives. Furthermore, many of our counterparts in industry and government are women, so we are better positioned to work effectively with groups outside the Agency if we employ a similar population.

NSA was once considered a male and military bastion of society. Since 1963, I have watched the Agency grow to include, accept, and recognize civilian and military women. While I know that these cultural changes were difficult at times, I am proud that we have been able to take these important steps for the sake of all our employees.

36 Years Later

Now let me add a personal note. Little did I think in 1963 that I would still be here 36 years later, nor did I imagine that I would ever be offered the privilege of serving as your Deputy Director. For that I owe a debt of gratitude to my family who taught me to

work hard, who encouraged me to make my views and opinions known, and who instilled in me loyalty to my family, my employers and my nation. In my family, "loyalty" meant that while you were encouraged to have your say, once a decision was made it was a family decision and we supported it. I also owe a great deal of thanks to the men I worked for, and yes, they were all men. They mentored me, challenged me, and sometimes even pushed me to apply for assignments and external training that, if left to my own devices, I might not have sought. Because of those experiences, I have always felt an obligation to make myself available to the people seeking advice and mentoring and sometimes to even provide a little unsolicited advice. This kind of help always served me well, and I hope others feel the same way.

Over these last 36 years I have participated in many of the changes the Agency has made, have led some, and have benefited from many of them. Never has change been more exciting than now, and I am proud to be part of it. I know we will be successful because bright, dedicated women and men know that the Nation depends on us to continue to protect the American people. As the senior-ranking civilian in the Agency, I encourage you to embrace these innovative changes we are making. We, your leaders, can only create the environment for change. I appeal to each of you to contribute your ideas, your energy, your know-how, and your loyalty, so that as an agency we can continue to make extraordinary contributions to the Nation's security in the 21st century. The future depends on each of us just as our history depended on each of those who went before us.

Paul Derthick's Headline Puzzle

by Larry Gray

The following are all 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. LXOLYHLY GHXXLPWND DVNLYUWU LXCYP DWNOHL-ECDCGC OCNUWN
2. MZEN QPTLCZL UAZUZMGPM QZOPB PNGB CZ QZEUAZETMN
3. ISVRAVK IVAZZOGM SNYWZ BYKKONDA KCYVZSMA YI KAAE KWBBDP
4. IAT MK MUELTX SIEPXUWX SI KAA-ASXTZ SIESZXIMW
5. WOPUYPUQUW ZOPYWPN VFUYN KJ VQWMK OPBY-ZBQUK ZJQNJUQUW

Answer will appear next month.

Answer to February's Puzzle:

1. FORMER BEATLE GEORGE HARRISON HOSPITALIZED AFTER STABBING
2. BOILERMAKERS LOSE STEAM, LET OUTBACK BOWL SLIP AWAY
3. ACTING RUSSIAN PRESIDENT PUTIN CITES CHECHNYA AS PRIORITY
4. ANONYMOUS DONOR FINANCES PLASTIC SURGERY FOR LINDA TRIPP
5. EMERGENCY CREWS RELEASED AFTER NEW YEAR'S FEARS FIZZLE

Setting: GULES Key: CHEVRON Hat: BENDSINISTER

Women in History

Hidden in the puzzle below are 17 famous women. The names read in any direction and any letter may be used more than once.

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

In Memoriam

Helen F. Boyer, a former analyst in the Operations Organization, died January 5 of heart failure. She was 80.

Mrs. Boyer retired in 1990 with 23 years of Federal service. A native of High Point, NC, she resided in Glen Burnie, MD. Mrs. Boyer enjoyed jumble puzzles and animals.

Mrs. Boyer is survived by her husband, David; three sons, Ronald Jones, Byron Jones, and David Boyer; and six grandchildren.

John A. Fitten, a senior operational staff officer in the Operations Organization, died November 1, 1999, of a heart attack. He was 52.

Prior to joining the Agency in 1989, Mr. Fitten served with the U.S. Navy. He earned a bachelor's degree in civil engineering and was a graduate of the Naval War College.

Mr. Fitten is survived by his wife, Carmel; and three daughters, Mariana, Elizabeth, and Rachel.

Lowell F. Miller, a former analyst in the Operations Organization, died December 27, 1999, of cancer. He was 75.

Prior to joining the Agency, Mr. Miller served with the U.S. Navy. He retired in 1979 with 37 years of Federal service.

Mr. Miller resided in Odenton, MD. He enjoyed gardening, fishing, playing cards, and coaching baseball.

His wife, Muriel; two sons, Mark and Scott; two daughters, Mary Jo Richards and Sue Miller; three grandchildren; and a great-grandchild survive Mr. Miller.



John P. Roche, a senior computer scientist in the Operations Organization, died November 20, 1999, of a heart attack. He was 53.



A native of Pittsburgh, PA, Mr. Roche resided in Arnold, MD.

Mr. Roche is survived by his wife, Paula; a daughter, Kelley; and a son, Scott.

Primo J. Schelfe, a former manager in the Technology and Systems Organization, died December 7. He was 77.

Prior to joining the Agency, Mr. Schelfe served with the U.S. Marine Corps during WWII. He retired in 1988 with 39 years of Federal service.

A native of Brentonico, Italy, Mr. Schelfe resided in Shrewsbury, PA. He enjoyed hunting and gardening.

A son, Tim; two daughters, Jeanne Hughan and Joan Rentsch; and four grandsons survive Mr. Schelfe.

Peter J. Smith, a former signals conversion specialist in the Operations Organization, died December 8, 1999, of cancer. He was 62.

Prior to joining the Agency, Mr. Smith served with the U.S. Marine Corps. He retired in 1993 with 37 years of Federal service.

Mr. Smith resided in Silver Spring, MD. He enjoyed woodworking.

His wife, Martha and a daughter survive Mr. Smith.

Theodore N. Walters, a former senior visual information specialist in the Support Services Organization, died January 11. He was 69.

Prior to joining the Agency, Mr. Walters served with the U.S.

Army. He retired in 1986 with 34 years of Federal service.

A native of Baltimore, MD, Mr. Walters resided in Millersville, MD. He enjoyed woodworking, fishing, and photography.

Mr. Walters is survived by his wife, Elizabeth; two sons, Michael and Ronald; a daughter Linda Deems; and a grandson.

In Appreciation

My family and I would like to express our sincere thanks to my friends and coworkers for their cards, flowers, prayers, sympathy, and support following the loss of my father. A special thank you goes to the MHS community for their contribution to the American Cancer Society in Jim Blevins memory. Your acts of kindness helped to ease our loss.

—Dave Blevins and Family

My family and I would like to extend our sincere appreciation to our friends and coworkers for the many expressions of sympathy following the death of my mother. Your support and kindness has meant a lot to us and will always be remembered.

—Jake Jacobsen

I would like to express my appreciation to my coworkers and supervisors, and NSA for all the support given to me over the last 9 $\frac{1}{2}$ years as my wife battled and finally succumbed to cancer. Over the years, my coworkers picked up the slack as I needed to be with my wife for a surgery or a treatment and ensured that the work was accomplished. My supervisors went out of their way to help me find ways to be there for my wife, and yet continue to get paid. The Agency consistently provided the means for me to be able to spend the time with my wife

by providing the leave bank and several extremely flexible scheduling options. For all that you have done for me (thus for my wife) I am deeply grateful and know that I could never have been there for her as much as I was without all that support.

—David E. Seafolk-Kopp

My family and I would like to thank my friends and coworkers for their kind expressions of sympathy following the death our father, Charles Stromberg. The cards, flowers, and kind words have been a great comfort to us during this difficult time. Your support and kindness is greatly appreciated and will always be remembered.

—Charlene Flynn and Family

Retirements

My sincerest thank you to my coworkers both past and present, my lifelong friends, and my family and extended families for a delightful sendoff as I moved on to the Agency's Soft Landing Program after 38 years. There are so many positive, challenging and growing experiences I take with me to add to the quality of my life for the years to come. You made the difference, and it counts. Stay well, happy, and the caring people you are—God bless!

—Carol R. Bounds

I wish to extend my deepest appreciation to my coworkers and friends for a retirement luncheon that was one of the most meaningful days of my life. I truly enjoyed my 35 years at NSA and your kind words and humorous anecdotes helped with a vivid recollection of the highlights of my career for my family and me. I will miss you all.

—Stephen W. Tuss

Entering a New Era

by Sherry Copeland, NICC

It's a pool; it's a house being built; no, it's the new Mitsubishi 3FR four-color press! Is that what you guessed?

On January 14, excitement was in the air. The time was drawing near for the celebration and introduction of

one and thanking them for coming. Before cutting the ribbon and issuing the order to "roll the press," Mr. Jacobs spoke of the departure from an era that was almost exclusively black and white with medium-quality work (due to the then-available technology). Today, very high-quality, high-speed, color-processing work is

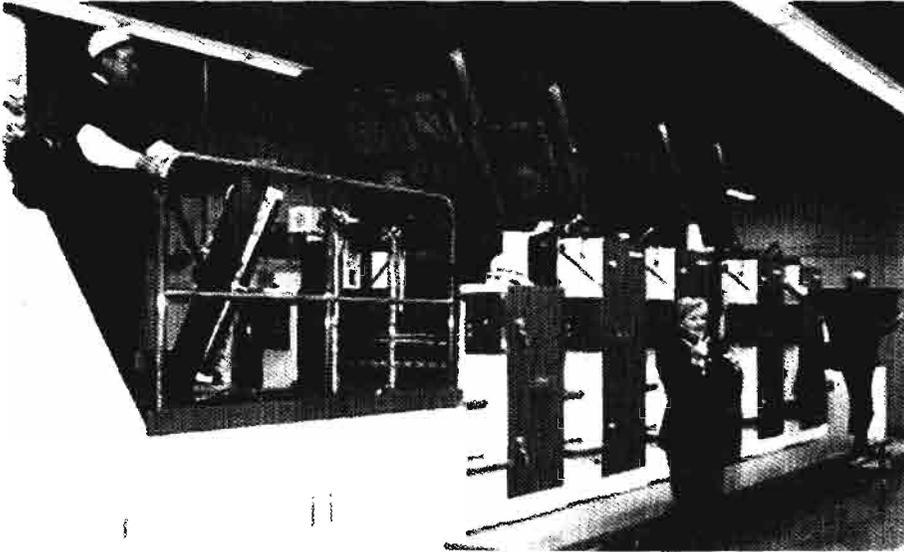
al labor required by the operators, thereby reducing danger to their physical health. In addition, the new press will provide a substantial improvement in the products our customers require.

With assistance from Dennis Heinbuch, Acting Chief, INFOSEC Operations and Technical Support, the ribbon was cut and Mr. Jacobs asked Dan Shirko, Chief, Publishing Services to roll the press. A poster commemorating International Printing Week (January 16-22) was run on the press and presented to Mr. Jacobs.

In his closing remarks, Mr. Jacobs recalled his days working as a newspaper delivery boy, stating, "...there was something about going into a print plant, it's an experience that excites all the senses. There's the sound, the sight, and the smell of a printing organization that has been consistent for years, and for me, it's like coming home." His final words to the audience were, "We have a proud past, and we have an equally proud and challenging future."

After the ceremony, several of the attendees were given a tour of the Print Plant to learn about other equipment, the publishing process, and the products and services the Publishing Services Organization provides to the Agency work force. Several displays outlining the history of the printing industry around the world and some of the history of the Publishing Services Organization were also available for attendees to view.

If you'd like to activate your senses by experiencing the sounds, sights, and smells of the print plant, contact the Publishing Services Organization. Its Customer Relations Office will be happy to schedule a tour for you. Contact the office at 972-2650(s) or via e-mail at publish@nsa.



The Mitsubishi 3FR Four Color Press—together at last! Pictured are (l. to r.) Mike Jacobs, Ellen Heath, and Ronnie Young.

NSA's new four-color press. The photographs on previous pages show just a few of the many steps taken during the installation of NSA's new press, pictured above.

Arriving early for this event was the right thing to do. By 9:00 a.m., the room was filled with nearly 100 people, including Barbara McNamara, Deputy Director, NSA/CSS, and senior representatives from all of the Agency's Key Components. The staff of the Publishing Services Division, where the new press resides, was also in attendance. Everyone was anxious for the ceremony to begin.

Mike Jacobs, Deputy Director for Information Systems Security, kicked off the ceremony by welcoming every-

efficiently and effectively produced to meet the growing demands of our customers.

Printing for the Future

Mr. Jacobs also talked about the opportunity to move to a technology that will reduce the current manpower requirements to operate the press while reducing safety issues. Fully automated, the new press significantly reduces the burden on individual press operators. He noted that in the past, the physical work required and the danger to the press operators sometimes bordered on hazardous duty. Since the new press is operated in a fully computer-controlled environment, it greatly reduces the manu-