

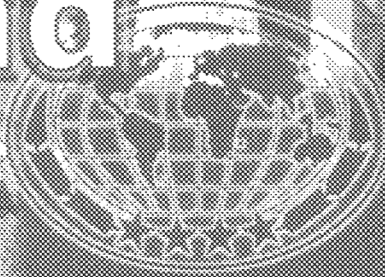
# NEWSLETTER

Volume XLVIII, No. 4

April 2000

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## Around The World In One Week



**S26**

**Field Recruitment  
Week**

**8-12 May 2000**

**Open House**

**8 May 2000**

**North Cafeteria  
Party Room**

**URL:**

**<http://>**

**[ds8-websrv3.ops.s.nsa/  
S2/S26/index.html](http://ds8-websrv3.ops.s.nsa/S2/S26/index.html)**

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## Pat Yourself on the Back and Celebrate

by Sherry Copeland, NICC

Mark your calendar for Public Service Recognition Week (PSRW) 2000 being held May 1–7. PSRW is an annual event to honor the men and women who serve America as Federal, state, and local government employees. This year's theme is "Public Service Working for America!"

Since 1985, PSRW has been celebrated throughout the Nation and around the world. Public employees use the week to educate citizens about the many ways government serves the people and how government services make life better for all of us. Last year,

1,500 cities in the U.S. and abroad took part in the activities. Participation in PSRW 2000 is expected to surpass that figure.

The highlight of the week's event will be a celebration at the National Mall in Washington, DC. From Thursday, May 4 through Sunday, May 7, more than 100 Federal agencies and programs, including NSA, will set up exhibits. Other activities include: festivals, parades, open houses, community cleanup days, and fundraising events to benefit charities.

Last year, NSA's booth housed a WWII German Enigma machine and a biometrics demonstration. This will be the fourth year NSA has participated in the event. Last year, more than

30 people, representing all the Key Components, volunteered their time and helped with the NSA booth. PSRW is an excellent opportunity to interact with and educate the public about NSA and its role as a public service organization.

How is NSA participating in this year's event? Here's the opportunity to find out. Take a day trip to Washington, DC with your family—honor yourself as a government employee and share in the celebration. At the same time, learn about others who are sharing the honor and the festivities—people who serve America!

To learn more about PSRW 2000, visit the Internet at <http://theroundtable.org/programs.html>.

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## Language Analysis and Training Expo 2000

by Anita Knisbacher, M341

The Language Analysis and Training Technology Expo (LATTE) 2000 will take place on Tuesday, April 25, 9:00 a.m.–4:00 p.m. The conference will feature NSA, the Intelligence Community, industry, and academe developments in language analysis and training technologies, with classified and unclassified briefings and poster presentations. This event has been endorsed by the Operations Organization (DO), Technology and Systems Organization (DT), and Support Services Organization (DS). It will take place at the Headquarters and R&E buildings.

The Commuter Transportation Center has agreed to provide shuttle service between the two buildings every 15 minutes, on the hour, all day. Special parking will be arranged for outside guests.

The NSA planning committee has partnered with the Federal Business Council to bring in a select group of exhibitors to showcase natural language processing tools and language training software. A keynote address has been planned for the morning session and an exciting panel discussion for the afternoon. Refreshments and a light lunch will be served to conference attendees.

A special link will be added to the language webpage for LATTE updates. More about the conference, including the URL for the webpage, will be announced later. Points of contact for the conference are: Lynn McFarland (lamcfar) at 963-1103(s), Anita Knisbacher (amknisb) at 963-5864(s), Anita H. Kulman (ahkulma) at 963-6267(s), and Carol Van Ess-Dykema (cjvanes) at 961-7625(s).

### 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 economics 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.

## DIRNSA'S DESK



March 29 marked my first anniversary at NSA. I was impressed then with the caliber of people here at the Agency, and I continue to be impressed as we strive to meet the tough challenges of 21st century SIGINT. We've come a long way since last year, and we have a long way to go.

As we continue the day-to-day business of protecting national security, it is easy to lose the sight picture for positive change. I'd like to take this opportunity, then, to re-emphasize some of the major steps we have taken toward renewing our Agency. Our first step, of course, was to study the problem. We formed an internal team to study the problem from within and an external team to look at our Agency from a fresh perspective. I gave both teams a short suspense to focus their efforts. The reports, as you remember, were remarkably similar in the underlying problems they identified.

One of the problems noted in both reports was the Agency's stovepiped organization, causing inefficiency and duplication of effort. The recently completed Project Baseline effort stemmed directly from that finding; the Executive Leadership Team (ELT) was briefed on March 20, and we expect to act on the findings in the near future. Given the tight fiscal environment in which we operate, we cannot afford duplication of effort. We also owe it to the taxpaying public to spend their money wisely. This baselining effort will give us the information to do that.

Another of the major points noted in both the team reports was communication, both internally and with the public. As a direct result of those findings, we have initiated the most aggressive public relations campaign in the history of the Agency. Among others, I have given interviews to The Washington Post, US News and World Report, and Newsweek. We want America to understand that we are dedicated to ensuring national security and that, above all, we obey the law. Internally, we have made great strides in encouraging honest communication both up and down the management chain. Using the DIRgrams, I tried to give you an honest look inside the change process. I know that the people closest to a process are those best able to suggest needed changes, so we enabled feedback mechanisms and actively sought your ideas and comments. The response was overwhelming, and many of the changes we have implemented were suggested through these feedback links.

Recently, I testified before both the House and Senate regarding our transformation. I answered tough questions regarding our process and our desired end state. I was upfront in saying that our transformation is an ongoing process. As a process, it affects every aspect of our daily business, and the impact of a given change is sometimes hard to predict. That is why we are transforming methodically, allowing mid-course corrections as we implement change. I told Congress that we are serious about changing our ethos—more than just culture, but our basic values as an Agency—so that our transformation is lasting. I demonstrated our commitment to modernization. I showed them our revised Strategy and Business Plan. My message was clear—we have a plan and we are moving forward.

These positive steps—the study teams, Project Baseline, the DIRgrams, and congressional testimony—were only a few of the things we have accomplished over the last year. We have also continued to provide topnotch intelligence support to our Nation's leaders and the Services. Every day, there are dozens of instances of individuals demonstrating leadership and initiative in the transformation of our Agency. All of these are bound by a common vision: we were the premier intelligence agency of the Industrial Age, and we will become the premier knowledge agency of the Information Age.

*Michael V. Hayden*

## A Survivor's Prayer

Walking around the Holocaust Museum Houston is not comfortable for artist Alice Lok Cahana. Memories are everywhere.



"That is my brother," Cahana says, pointing at a large class photo of Hungarian school children that she gave to the museum. "And that is my cousin." She gazes up at the picture of the happy class. "None of them survived."

Cahana, whose large, moody paintings are Holocaust-related, is one of five Hungarian Holocaust survivors whose stories are told in "The Last Days," the Steven Spielberg-produced, Academy Award-nominated documentary.

Letting the survivors tell their own stories, "The Last Days" documents one of the final Nazi efforts to murder all European Jews.

Those interviewed in the movie were Hungarian teens in 1944. Alice Cahana, then 15, and her sister Edith, 17, were torn from their home and family and thrown into the nightmare camps.

In 1945, the Allies freed Alice and Edith. The sisters had managed not only to survive the Holocaust, first in Auschwitz, then Bergen-Belsen, but, amazingly, to stay together.

But Edith was seriously ill. Two days after liberation, she was sent into a Red Cross camp. Alice, emaciated and weak, was sent to a displaced-persons camp. Alice never saw her sister again.

Long after she had married, moved to Houston and started raising her family, Alice searched for her sister's name on lists of the survivors or dead.

"Fifty years I was looking for her," says Cahana, her soft voice growing almost inaudible.

"I knew, but I wanted to know where, when, how," she says. "In order to have some closure."

Recently, Cahana learned that in the hospital camp, her sister had used their mother's maiden name. With that information, she was able to learn the truth. After surviving the countless horrors of the camps that killed most of their family and friends, Edith had passed away in a hospital.

*In 1995, at the American gathering of Jewish Holocaust Survivors, President Clinton singled out Alice Cahana as an internationally known artist. "Without bitterness or rancor you embraced freedom. You, who have seen death, have brought new life into the world. You invested in the future. You embraced American values. You cherished your citizenship. You understand the importance of the things that make America truly great."*

The day after getting notification of her sister's death, Alice Cahana was asked to participate in "The Last Days," a project of the Shoah Visual History Foundation. For the film, Cahana not only told her story, but for the first time returned to Auschwitz and Bergen-Belsen. She visited the mass graves where her sister is likely buried.

One of the film's many powerful moments comes when Cahana, accompanied by one of her sons, suddenly realizes that she is looking at the ruins of a great latrine in one of the camps. It triggers a memory of when she and her sister went into a corner of the latrine to sing their Shabbat songs of worship.

In the movie, Cahana cries only while saying prayers with her family at her sister's grave. Talking about the movie in the Holocaust Museum, she does not cry either. But often her voice thickens. There are pauses while her eyes, circled with moisture, look intently but gently into yours, as she waits patiently until she can speak again.

It is clearly unpleasant for Cahana to talk about her memories, but it is something she feels strongly that she must do.

"I speak in the name of all of us," she says. "It's almost like taking an oath there. If we survive, we will tell their story. It's all of our story. All teenagers, innocent children coming in there still believing in the beauty and goodness of people, suddenly

waking up in this unbelievable hell. You cannot believe 20th-century men can do this to 20th-century men."

One of the greatest injustices of the Holocaust is that many of its victims, raised to believe in an orderly, God-ruled world, came to feel they must have done something wrong to suffer this fate.

"I remember my thoughts there," Cahana says. "Something maybe we did wrong. Otherwise, why would they have us here?"

Many of the survivors felt guilt because they lived while others died. "I think what is important in this film is that we are five ordinary people," Cahana says. "Everyday people who were caught up in this horror. None of us particularly know how we survived. Not because we were cleverer than others, or we had any trick. It was just a fluke. Just a fluke."

People's natures are exposed and shaped by crisis and hardship. Cahana came out of the Holocaust determined to create a family that would not hate. She married a rabbi, and has three children; her two sons are also rabbis.

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*All Agency employees are invited to attend Ms. Cahana's presentation in the Friedman Auditorium, May 3 at 10:00 a.m.*

### CLA Film Library Addition

In addition to having more than 105 films in 50 foreign languages, the Cryptolinguistic Association's Film Library now has copies of the journal *FILM COMMENT*. This publication offers numerous articles, reviews, and biographies on foreign-language films and filmmakers. To borrow copies of the journal or videos, contact Ken Quattlander (kpquatt@do.nsa) at 963-4733(s) or 301-688-4019.

## Earth Day Extravaganza

### A Worldwide Wakeup Call

by Anita Iseman, OHES

What better way to celebrate spring than with an Earth Day Extravaganza? The NSA Recycling Committee, and Occupational Health, Environmental, and Safety Services (OHES) have spectacular events planned to commemorate the first Earth Day of the new century. During the month of April, they will bring the Agency a topnotch educational seminar with actor and environmentalist Ed Begley, Jr.; a poster display from area schools; and special activities in Agency cafeterias.

### Topnotch Environmental Motivation

You may have seen him in "Saint Elsewhere" in the 1980's, in "The Shaggy Dog," "Batman Forever," "Renaissance Man," and some episodes of "Drew Carey," "Rosanne," and "Star Trek" in the 1990's, but you haven't seen him at NSA in 2000

until now. Ed Begley, Jr. will be the keynote Earth Day speaker on April 10 in the Friedman Auditorium at 10:30 a.m. Mr. Begley will hold an educational seminar based on this year's national theme, "Worldwide Wakeup Call." Register for this event at <http://www.s.nsa/ERS/ohess/EarthDay2000.html>.

### A Feast for the Eyes

Kindergartners at Children's World Learning Center, sixth grade students at Meade Middle and MacArthur Middle, and art and science seniors at Fort Meade High School have been making posters with the Worldwide Wakeup Call theme. During the month of April, their posters will be available for viewing at designated cafeterias, depending on the space and artwork available. The NSA Recycling Committee will choose the winners—will you be able

to guess them? Stop by to get motivated by the work of these young artists!

### Food for More than Thought

The cafeterias will serve special Earth Day items. Special appearances by "Roscoe the Recycler" will ensure that some cafeteria patrons return from lunch with more than just a full stomach. To encourage earth-friendly practices, Roscoe will be handing out educational items sporting the Agency's new recycling logo.

To register for the educational seminar; read Mr. Begley's biography; learn more about Roscoe, earth-friendly cafeteria treats, and exciting Earth Day 2000 news; visit the Earth Day 2000 homepage at <http://www.s.nsa/OHES/EarthDay2000>. NSA's Worldwide Wakeup Call is sure to keep you from hitting "snooze."



Ed Begley, Jr.

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## Professional Secretaries Week: Proud of Our Past and Confident of Our Future

by Diane Walker, Z84 and Ronda Hinkle, V4

Secretaries Day is Wednesday, April 26. This year, NSA will honor its secretaries during Professional Secretaries Week, April 24-28.

In 1952, almost 50 years ago, the first Professional Secretaries Week was established by Professional Secretaries International as a way to provide recognition to professional secretaries. NSA supports Professional Secretaries Week as a way to thank and recognize the outstanding people who function as NSA secretaries. A 19-member committee is hard at work making preparations for Professional Secretaries Week.

The committee's purpose is to plan and coordinate the events that make-up Professional Secretaries Week at NSA in coordination with, and authorized by, the Executive Secretary Career Panel (ESCP). Each year, the committee selects a theme. "Proud of Our Past and Confident of Our Future," is this year's theme. Committee members are divided into teams to complete the preparations.

There are publications, publicity, the ESCP homepage, and NSA Newsletter teams, and teams to plan the annual Share Fair and Breakfast Awards Ceremony. The Intelligence Community visit team invites secretaries from other Intelligence Community agencies to visit NSA for a day. They receive an overview of the Agency and networking opportunities with NSA secretaries. Another team develops the Secretaries Week seminar. Still another team prepares Letters of Appreciation for all those individuals who contribute to the suc-

cess of the week. In addition to the team assignment, each committee member is responsible for organizing a tour to an internal NSA organization or an external Federal government agency. These tours are available through a lottery application process to all NSA secretaries. Internal tours include the Support Services Operations Center (SSOC), Photo Shop and Graphics, Model Shop, Y1 Production, Defense Special Missile and Astronautics Center (DEFSMAC), Cryptologic Museum, MUSKETEER Group, Finksburg, GOLDMINE, Information Operations Technology Center (IOTC), and the Supercomputer Building. External tours include the Capitol, FBI, Treasury, State Department, CIA, and National Archives. E-mail registration announcements through the Executive Secretary Career Panel system are forthcoming. Additional details will be posted on the ESCP website at <http://www.s3pages.s.nsa/s33/SYpanel/panel.html>. Information is also announced through the ESCP ESS topic 1347.

### The Secretary Deficit

Are you working in an office with an assigned secretary? If so, consider yourself lucky. Many offices, especially at the division level, go without administrative help these days. Numerous office support vacancy announcements go unanswered. This deficiency is now creeping up into office-level positions.

In a recent Skills Mix FY03 briefing, it was explained that the number of

office-support personnel has steadily declined at NSA since FY93.

In February 1999, there were a third fewer employees in the clerical field than in 1992. As of February 2000, the total number of people in clerical support fields was further reduced. The Agency's secretarial positions are divided into three job titles: clerical (grades SSC-02 through SSC-04); secretary (grades SSC-05 through GG-08); and executive secretary (grades GG-09 through GG-13).

Hiring numbers are extremely low. In FY98, 18 secretaries were hired; none were hired in FY99; and only 7 are projected to be hired in FY00. This number will remain low throughout FY03 because 90 percent of new civilian hires are projected for the recently identified core skills.

In an effort to stop further drain of talent from these areas, the office support skill field is one of several skill fields to which a hard-bar restriction has been attached. This restriction curtails movement out of the office support skill field for an indefinite period of time. At a secretaries' offsite February 11, secretaries were told that hopefully this restriction would be lifted in approximately 12 to 18 months. In answer to a specific question at that Skills Mix FY03 briefing, transfers between two hard-bar restricted skill fields may be approved on a case-by-case basis if the job requirements are similar in skill sets. For instance, a secretary may be allowed to move into the office manager field, which is also a hard-bar restricted field.

The entire Federal government system is suffering from the shortage of clerical help. The Office of Personnel Management (OPM) reported elimination of 23.7 percent of its civilian clerical personnel between 1993 and 1997. Positions classified specifically

as secretary were decreased by 31 percent. In numbers of people, that is a decrease of 45,000 jobs. The downsizing directive initiated with Vice President Gore's National Performance Review. The directive's intent was to eliminate unnecessary levels of middle management, but OPM statistics reveal that clerical workers made up 20.5 percent of the 14.4 percent Federal work force reduction. OPM claims the cuts in clerical positions were appropriate because voice mail, e-mail, and computerization reduced the need for clerical support. With 7 years of experience living with the reality of those reductions, would NSA managers echo that argument?

At a recent policy study focus group, the facilitator asked the group members how they would research policy questions. One member responded that, in the past he would start by asking the division secretary, but his division doesn't have one now, and so he muddles through the best he can and wastes valuable time trying to find the answer himself. That seemed to be the general consensus from the group of approximately 20 people.

The situation isn't expected to get much better any time soon. Throughout the system, secretaries have been eliminated at the lower levels, but retained at high levels. An article in *Government Executive* (October 1999) predicts a crisis when the current group of top-level secretaries retire.

The August/September 1999 issue of *OfficePro* contained a list of corporate trends that expressed some of the concerns voiced at NSA, including:

\*Companies today are under pressure to get the job done with fewer staff, more constraints on budgets, less time for staff training, and even

less qualified staff working in flatter organizational structures.

\*More meetings are called than anyone can possibly attend.

\*Things fall through the cracks because of information overload.

### Improving Opportunities

Sound familiar? There is hope. Even though only seven new hires are projected in this field for FY00, that's seven more people than the prior year. Secretaries have more opportunities to expand their responsibilities than ever before. Some responsibilities attributed to secretaries at the secretaries' offsite included: office manager, diplomat, protocol officer, confidant, and mind reader.

In 1999, 31 secretaries were professionalized as executive secretaries. Executive secretarial professionalization requirements were revised as of January 27, 1999. The more significant changes included: changes to the cryptologic orientation requirement and the executive secretary training program, ten additional training courses, redefinition of the experience requirement, elimination of the performance and professional achievement points, and the establishment of a research project.

Continuing education is key. The Agency is currently sponsoring an exciting new Business Support Specialist Program. This is a 12-week program offered at the Anne Arundel Community College (AACC), Glen Burnie Town Center. It is an intensive, short-term, accelerated program consisting of six college-credited courses providing students with a variety of technical and office-management skills, knowledge, and expertise vital to success in managing

the modern office. The courses include: Business Management I and II, Personal Computer Word Processing Applications, Microsoft Excel 97, Business and Its Environment, and Business Communication.

Upon successful completion of the program, students receive a business certificate from AACC and 18 credits that can be transferred to a 2- or 4-year business degree program at another accredited school. The Executive Secretary Career Panel negotiated the initiation of this program at NSA. Six NSA personnel completed the first offering this last fall. Thirteen people are registered for the spring offering. The next call for interested students will be announced in June or July for the August class.

Congratulations, NSA secretaries! Enjoy your week, and *thank you* for your enormous contributions to the Agency's mission.

### Schedule of Events

- April 4 Capitol Building \*
- April 5 Photo Shop & Graphics \*
- April 10 FBI \*
- April 13 F6 \*
- April 16 Photo Shop & Graphics \*
- April 20 YI Production \*
- April 25 Cryptologic Museum \*
- April 26 Award Breakfast
- April 27 Share Fair
- May 1 IOTC Briefing
- May 4 DEFSMAC \*
- May 8 Finksburg \*
- May 11 GOLDMINE \*  
National Archives \*
- May 17 SSOC \*
- May 18 Model Shop \*
- May 24 Cryptologic Museum \*
- May 25 National Archives \*
- May 30 YI Production \*
- June 14 SSOC \*

\*Tour

## Life After Hours

by Sherry Copeland, NICC

We all know each other as employees who dutifully put in our 8<sup>1</sup>/<sub>2</sub> hour days, but did you ever think about what Agency employees do once they're off-duty? With this article, the Newsletter is instituting a new feature, in which we will introduce you to



Mark Prysant sporting his check for \$125,000

some employees who have some interesting (and quite unusual) hobbies, or who have had some unique experiences.

Our first story starts with two people, Mark Prysant and Dave Forman, each working in Operations Organization (DO). In fact, those of you who watch the hit TV show "Who Wants

to be a Millionaire" are already familiar with this story, but you might not know it! You may recall that two mathematicians, one from Columbia and one from Laurel, appeared on the show back in February. Well, those two mathematicians were Mark and Dave!

For those of you not familiar with the show, "Who Wants to be a Millionaire" is ABC's runaway hit quiz show, hosted by Regis Philbin, in which participants answer a series of questions, each worth more money than the previous one. To earn a spot in the "hot seat" and take the questions from Philbin, contestants must first get through the "fastest finger" round, in which the person who answers a question the fastest by keying in a properly sequenced answer, is the winner.

Mark and Dave each made it to the hot seat, and easily rose up the ladder to more and more money. A third employee, Brian Sutton, also of DO, was involved in Mark's show, as Brian was the person whom Mark called when he got to a question for which he wasn't sure of the answer. Brian's help enabled Mark to advance past the \$125,000 level to the \$250,000 question. At that point, Mark decided to call it quits (rather than take the chance of being wrong and losing \$93,000, as the show's rules require at that level). He left indicating that his

son Eli's education was now taken care of.



Dave Forman sporting his check for \$250,000

Dave got to the \$500,000 level, and decided that even though he had an inkling of the correct answer, he'd stop there. In fact, his parting words were "Well, I tell you what. It's getting late, I'm getting hungry, I've bonded very well with these [other] contestants, and I'd really like one of them to have a chance to sit here, so I'm outta here."

Pretty neat story, huh?! Life after hours can be quite exciting! If you know someone who has done or is doing some interesting/amazing thing after hours, the NICC wants to hear from you. And for Mark and Dave—congratulations for your good fortune!

## Retirements

35 Years

Carl A. Massarini

33 Years

Patricia Williams

17 Years

Norman P. Miller

14 Years

James J. Foster

### Mark Your Calendar

May 22-26—Eighth Annual Signals Analysis Development Conference Z6 presents Signals Analysis: Foundation for Exploiting Tomorrow's Technologies.



## Armed Forces Week

by AFW Committee

Armed Forces Week is not simply a time to recognize the service provided by the men and women of the military but rather a celebration of the unique relationship between the citizens of the United States of America and their Armed Forces.

The National Security Agency/Central Security Service (NSA/CSS) will commemorate Armed Forces Week (AFW), May 15-19, in recognition of those who faithfully serve in the United States Army, Coast Guard, Marine Corps, Navy, and Air Force. We also take the opportunity to recognize those who serve in the Reserves and the National Guard.

At the Agency and overseas, the military plays a key role in providing invaluable intelligence to support national requirements and operational commitments. Often Service members have made the ultimate sacrifice for the Nation with their lives. Their unselfish devotion to duty allows all of us to sleep safely at night, to raise our children in a peaceful environment, and to enjoy the freedoms we have come to know and love.

During AFW, celebrate with the willing volunteers of the Armed Forces. They follow the dream upon which the Nation was built, and they stand ready to defend it at any cost.

### Opening Ceremonies

As in past years, the week will begin with an opening flag-raising ceremony. At 8:00 a.m., Monday, May 15 near the OPS 2A flagpole, the NSA/CSS Joint Service Color Guard will hoist the colors. A joint military formation featuring each of the Services and members of the Security Protective Force will be present at the

ceremony. Maj Gen Tiitu Kera, USAF, Deputy Chief, Central Security Service, has been invited to host the morning's festivities.

On each succeeding morning during the week, a flag-raising ceremony will start the day. In keeping with the traditions of AFW at NSA, Tuesday will be Army day, Wednesday will feature the Marines, the Navy will host on Thursday, and Friday belongs to the Air Force. Additionally, various local high school bands, invited to perform a prelude of patriotic music, will play the National Anthem at 8:00 a.m. daily at the flag-raising ceremony. The morning's ceremonies will be co-hosted by the local commander of the Service.

### Planned Activities

Activities planned for AFW 2000 include:

- ◆ the Marine Corps Battle Color Detachment, featuring the world renowned Marine Corps Band and Silent Drill Team;
- ◆ an Air Force Honor Guard Rifle Team performance;
- ◆ the annual CWF-sponsored 5K Run; and
- ◆ a bone marrow screening drive.

### Displays

Displays will be set up throughout the NSA/CSS campus to draw attention to the contributions of our military coworkers to the defense of the Nation. The displays will include:

- ◆ USCG cutter helicopter,
- ◆ INSCOM and Army Security Agency Unit Insignia,
- ◆ "Heroines of the Cold War"—Women's Army Corps and WWII Cryptology,
- ◆ USCG art work,
- ◆ USAF art work, and
- ◆ antique uniforms and "militaria."

### Music

The Armed Services are home to a number of professional caliber musical groups, several of which have been invited to take part in the celebration. Check the webpage for times and locations of the concerts.

### 5K Run

The Annual CWF/AFW 5K Run will take place Thursday, May 18. Registration for the race will be held in the OPS 2A Courtyard at 9:00 a.m., the cost is \$10. The race will begin promptly at 10:00 a.m. near Post 54. Prizes will be awarded to male and female winners in the following categories: overall, 29 years and under, ages 30-39, 40-49, and 50 and over. Winners' names and running times will be posted on the AFW homepage following the race. The first eight-person team to cross the finish line will receive a unit award and win bragging rights for the next year.

### Armed Forces Week Ball

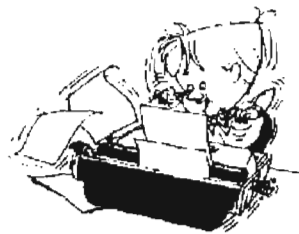
The final event and highlight of the week's activities will be the AFW Ball. All active duty or retired military, civilian employees, and their spouses or significant others are invited to attend the ball Friday, May 19 at 6:00 p.m. in the R&E Dining Room. There are plans for live dance music and a special guest speaker will be featured. Tickets for this event are available through the Key Component Senior Enlisted Advisors. Be sure to get your tickets early. The updated times, locations, and other specific information related to all AFW activities will be posted throughout the Headquarters Complex or by searching on keyword Armed Forces Week using Altavista or Netscape.

## A Blast from the Past

by the NICC

ACTION LINE is gone now, but we thought you'd enjoy this Q&A that was printed in the August 1971 NSA Newsletter. Considering the many dress code questions that have come into NSA (and Policy) On-Line over the years, it does seem that, "The more things change, the more they stay the same!" (Note: Because it can be hard to read scanned text, we've retyped this exchange.)

# ACTION LINE



Dear Action Line,

What is to be done about the increasing indiscretion of many of the female employees at NSA?

Today I saw a young woman wearing Bermuda shorts and a jersey heading for Gatehouse #2. Other types of clothing evidenced in recent months have been one-piece jump suits, slacks and sweaters, slacks and jerseys, hot-pants, et al. In addition, many of these have been very tight fitting. Usually these are found on the younger set, but occasionally I see some on the older ladies as well. On the former these are distracting while on the latter, disgusting.

This trend toward dishabille has increased greatly since the telephone directive which allowed the wearing of "pantsuits" at the discretion of the supervisors. Any resemblance of the before mentioned "outfits" to pantsuits is coincidental and I am wondering whether any supervisors have discretion in matters of dress and taste.

Dear Reader,

*We must rely upon the dignity and intelligence of the men and women of NSA. The Agency does not prescribe styles of personal dress for its employees. The Agency's written policy is that employees "maintain a neat and clean personal appearance to the maximum practicable extent during working hours." (See NSA PMM 30-2, Chapter 366, Section 2.a. (b).) Within this broad guide, the determination of personal dress and grooming is the right and privilege—and the responsibility—of each member of NSA. As in other discretionary matters in connection with on the job performance and conduct, however, leadership rests with individual supervisors. A supervisor can, and should, counsel an employee whose particular mode of dress is clearly improper for his/her work assignment. For example, it would be dangerous to wear loose clothing, long sleeves, and a flowing scarf around moving machinery. And it could be disastrous to wear Bermuda shorts and a jersey top to brief a visiting Ambassador.*

## Update on NSA's Drugstore

by William Hesgard,  
Restaurant Fund Director

Since the opening of The Drugstore at NSA on December 6, 1999, sales and customer response have been extremely positive, even more than expected. The addition of milk, bread, ice cream, refrigerated beverages, greeting card racks (stocked to be more NSA-customer friendly), the magazine rack (located to not inconvenience other shoppers), lower prices, and a little sprucing up of the store have been met with enthusiastic customer support.

The Restaurant Fund's primary concern upon taking over the store's operation was not having the buying power of a major retail corporation, the prices could not be kept as low as those of Rite Aid. However, by employing good shopping and negotiating techniques, items have been priced an average of 5-10 percent lower than previously priced by Rite Aid.

The new management is committed to supplying the needs and wants of its customers. They will endeavor to stock the items the customers desire. They follow the old retail axiom that by the third time a normally unstocked item is requested, they will have it on the shelves.

Watch for new items appearing on The Drugstore's shelves. The goal is to continually locate and stock new items that could be of service to NSAers.



Cover Design: The cover this month was designed by the Publication Design Team of Multimedia Products



## Awards

DEPARTMENT OF THE  
NAVY MERITORIOUS  
PUBLIC SERVICE MEDAL



Steven P. Sanders

DIRECTOR'S  
DISTINGUISHED SERVICE  
MEDAL



William J. Ferguson

EXCEPTIONAL CIVILIAN  
SERVICE AWARD



Robert S. Majoros, Jr.

NATIONAL INTELLIGENCE  
DISTINGUISHED SERVICE  
MEDAL



Rodney B. Sorkin



Gwendolyn C. Hoyt

NATIONAL INTELLIGENCE  
CERTIFICATE OF  
DISTINCTION



Kathy A. Schnaubelt

## The Office of Equal Employment Opportunity

*What's in it for me?*

*by O Senior Leadership Team*

Many Agency employees know, or at least have an idea, what the Office of Equal Opportunity (OEEO) is all about. Some employees have expressed concern regarding the purpose of the OEEO. Others are curious why so many articles are published on diversity issues that target specific groups. They wonder how these stories benefit the work force as a whole. This article will introduce, explain, and hopefully clear up any misconceptions regarding the role of the OEEO and how it relates to the work force at NSA.

OEEO is an employee service organization whose mission is to "Foster an environment that values the contribution of every member of the work force and ensure that everyone is treated fairly." As a Federal agency, NSA is legally bound and officially charged to provide certain services, but it is important to remember that the OEEO exists to protect the rights of *all* employees.

OEEO's products and services are extended to all Agency employees, applicants, and organizations. OEEO also has external customers and business drivers who include Congress, the Assistant Secretary of Defense for C3I, the Director for Central Intelligence, the Intelligence Community Management Staff (CMS), the Equal Employment Opportunity Commission (EEOC) and fellow members of the Intelligence Community (IC). OEEO partners extensively with other IC members, DOD agencies, private industry, academic institutions, local schools, and community organizations.

The mission of OEEO is directly linked to Goal 3 of the NSA Strategic Plan, "Shape the NSA/CSS Work Force to Meet SIGINT and Information Assurance Mission Challenges." Within the OEEO, there are four business lines:

- ◆ improve human resources and other NSA policies, processes, practices, and systems to ensure that all employees have an equal opportunity to be competitive;
- ◆ improve the representation of women, minorities, and persons with disabilities at all levels of NSA to reflect the civilian labor force;
- ◆ engage management and employees in active partnership to enhance compliance with EEO laws and regulations and Diversity Management; and
- ◆ ensure leadership and management accountability for the implementation of the EEO and Diversity Strategic Plan.

### Equal Opportunities

OEEO's first line of business is developing, maintaining, implementing, and assessing policies, processes, and procedures that are fair and equitable for all employees. It evaluates practices including recruiting, hiring, career development, staffing selection, rewards, promotions, and evaluation systems. This line of business also includes performing demographic data analysis of each of these functions to identify and eliminate sys-

temic barriers. One example of giving all employees an equal opportunity for success is the Center for Computer Assistive Technology (CCAT), which is part of the EEO Office. The CCAT conducts research to find and test the latest technologies and provides this state-of-the-art support to employees with disabilities.

OEEO also processes all allegations of discrimination and harassment in an impartial and thorough manner. Taking the side of neither the employee nor management, counselors seek resolution of

the problem. While discrimination unfortunately does occur at times, in the vast majority of cases, the problem is actually a misunderstanding. Often we find cases of managers who have failed to give clear feedback and documentation of performance, employees and managers who are not communicating with each other, or personality conflicts. Frequently, counselors are able to help resolve these problems. If resolution is not attained, investigators conduct in-depth investigations that allow the Agency or the EEOC to determine if discrimination has occurred and to order appropriate corrective action.

### Outreach Initiatives

OEEO's second line of business focuses on specific outreach initiatives that are designed to enhance the Agency's ability to attract and retain women, minorities, and people with disabilities. Once they are on board, the OEEO focuses on internal mechanisms to ensure equitable competition and opportunities for advancement.



Outreach initiatives include partnerships with several historically black colleges and universities and minority institutions. NSA is also a sponsor for the National Physical Science Consortium. These programs are designed to expand NSA's applicant pipeline through the administration of scholarships, research contracts, and grants. These awards provide funds for advanced research and infrastructure enhancements in the areas of computer science, mathematics, engineering, and languages. These are win/win arrangements for the schools, the students, and NSA.

Demographic reporting and analysis are also key functions of this line of business. This includes quarterly reports to DIRNSA and Key Component Chiefs, demographic briefings to boards and organizations, classroom presentations on demographic trends and reports to the Office of Personnel Management, the EEOC and the CMS. EEO also has a representative on the Work Force

Assessment Team in Human Resource Services, which publishes information about the composition of the work force.

### **Compliance**

OEEEO's third line of business centers on training the work force to use diversity to accomplish the Agency's mission and to ensure a respectful environment exists for all NSA employees. This means incorporating EEO and Diversity Management expectations into individual performance evaluations and providing opportunities for Agency employees to increase their awareness and their involvement through a variety of Agency functions, workshops, courses, and observances.

### **Accountability**

OEEEO's fourth line of business involves getting NSA leadership to lead by example and holding them accountable for the successful implementation of the EEO and Diversity

Strategic Plan. This is accomplished through training, the provision of demographic data, the provision of tools and techniques, and active participation in EEO and Diversity activities. This also includes recognition of excellence in EEO compliance and Diversity Management.

OEEEO colleagues choose to work in this business area because they care about all people, they are devoted to the values of equality, equity, and diversity, and they care about the future viability of the Agency. OEEEO's extended cadre of colleagues includes adjunct faculty instructors and consultants, field representatives, council members, and private organizations who are equally devoted to the same values and to the accomplishment of our mission. We invite you, as our customers, to become familiar with our organization, our people, our products and our services. We need each of you on board to help us achieve NSA's mission.

## **Read All About It**

◆ The first 2000 baby born to a Bucks County, PA resident was Paul Wallace Abramson. Little Paul is the son of Michael Abramson (currently assigned away from HQS) and Teri Sue. Born at 7:40 a.m. on January 1, Paul was also the first 2000 baby to arrive at St. Mary's Medical Center in Langhorne, PA. A 2000 celebrity—congratulations!

◆ Ken Preston, of the Operations Organization, is proud of his son Keith. He was among 14 Maryland students recently honored for writing excellence by the National Council of

Teachers of English. Keith was given 2 hours to write an essay on one of several topics from which he chose computerization of books. Writing since the fifth grade, the 16 year old has started to write his first novel.

Currently enrolled at Chesapeake High School, Keith plans to attend college before opening his own film animation studio. Much success, Keith!

◆ Phil Remsberg, of the Chief Information Officer's Office, is proud of his son Dan for holding a 3.97 grade point average in his senior year at

Eleanor Roosevelt (ER) High School. Dan accomplished this while also receiving high marks on his school's soccer team.

As a member of ER's Prince Georges County Championship Soccer Team, Dan led the team to the Maryland 4A State quarterfinal game. His coach honored him as the team's most valuable player and he garnered additional honors as a 1st team PG County Soccer All-Star. Dave was also named to the Washington Post All-Met Soccer second team and the Maryland Soccer Coaches All-State Team. Way to go Dave!

## Paul Derthick's Headline Puzzle .....April 2000

The following are not 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. WZNHY MA RAYM YJZHFQ "VRA VFUMY MA LZ FJWZYHSZUM?" HU EFQQ
2. JBKKQU XJNDK JBRWI, UXNDYK KYURWIJ RIUZQI-RURG KYUZXUJX
3. EQR XGUSCEX PZFFQ LYNFC, ENYCX YZVVCX CRYG NX BGYLXXLGECF
4. UCNPX GU NUUGPMNHRC QGZXLEF XVNPA QLAC LE LESCPCXS PNSCX
5. VPGWD IYPAV LGFFZA HIUPAIV YV VATUAVP LASLZA UK XYZYTD

*Answer will appear next month.*

*Answer to March Puzzle:*

1. ALBANIAN VILLAGERS STRANDED ALONG SERBIA-KOSOVO BORDER
2. SOME CLINTON PROPOSALS COULD LEAD TO COMPROMISE
3. FARMERS FRETTERING ABOUT POSSIBLE SHORTAGE OF SEED SUPPLY
4. NFL TO TACKLE INCREASE IN OFF-FIELD INCIDENTS
5. GLENDENING PLEDGES FUNDS TO FIGHT LEAD-PAINT POISONING

Setting: BERYL Key: MORGANITE Hat: AQUAMARINE

## Sweet, Juicy, Sensational

Hidden in the puzzle below are the names of 18 various fruits. The words read in any direction and any letter may be used more than once.

```

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

## In Memoriam

George H. Bradley, a former communications technician in the Technology and Systems Organization, died January 21. He was 79.

Prior to joining the Agency, Mr. Bradley served with the U.S. Navy. He retired in 1973 with 31 years of Federal service.

Mr. Bradley resided in Mitchellville, MD. His wife, Julie; two sons, George and Daniel; a daughter, Mary McArtor; and six grandchildren survive him.

Daniel S. Capozzalo, a former cryptologist in the Operations Organization, died January 8 of Parkinson's disease. He was 79.

Prior to joining the Agency, Mr. Capozzalo served with the U.S. Navy. He retired in 1975 with 33 years of Federal service.

Mr. Capozzalo resided in Melbourne, FL. He is survived by his wife, Olga; four children; and eight grandchildren.

Gilbert C. Clise, a former collection manager in the Operations Organization, died January 13. He was 76.

Mr. Clise was a graduate of Potomac State College. He served with the U.S. Army during WWII. Mr. Clise retired in 1984 with 30 years of Federal service.

Mr. Clise resided in Bowie, MD. He was a member of several fraternal organizations and enjoyed gardening, bowling, and traveling.

A son, Gilbert; a daughter, Debra Shipley; and four grandchildren survive Mr. Clise.

LaVerne A. Ford, a former analyst in the Operations Organization, died February 5 of pneumonia. She was 66.

Mrs. Ford resided in Severn, MD. She is survived by her husband, Elliott; a daughter, Karen Porter; and a grandson.

William G. Pero, Jr., a collection officer in the Operations Organization, died February 13. He was 43.



Mr. Pero attended the University of Maryland. He joined the Agency in 1982.

Mr. Pero resided in Laurel, MD. He is survived by his father, William, Sr.

Michael J. Stefano, a former computer scientist in the Technology and Systems Organization, died January 19. He was 66.

Prior to joining the Agency, Mr. Stefano served with the U.S. Navy. He retired in 1989 with 30 years of Federal service.

Mr. Stefano most recently resided in Mecosta, MI. He enjoyed music, fishing, golfing, and traveling.

Mr. Stefano is survived by three sons, Angelo, Michael, Jr., and James; two daughters, Anna Tow and Elizabeth Wood; and five grandchildren.

### In Appreciation

On behalf of my family, and myself I would like to express our sincere appreciation to friends and coworkers for their thoughts and prayers after the death of my brother, Timothy Sexton. The many cards and flowers offered comfort during a difficult time.

—Stacy J. Fehle

My family and I want to express our sincere thanks to our friends and col-

leagues for the condolences we received with the recent death of my mother. We would especially like to thank the entire BAS community. The flowers sent to the funeral home and to my father's residence were very thoughtful. Thank you for the cards, kind words, and e-mails—they truly made us appreciate the closeness of this community.

—Brian B.

My thanks for the many expressions of sympathy on the death of my husband and best friend, Bob Swarm. The cards, notes, letters, e-mails, and generous donations to the American Heart Association in his name were almost overwhelming. My "Agency family"—both near and far—sent love and support in generous measure and touched my heart. I'll always remember. Thanks to all of you.

—Gail Summers

I would like to extend my most sincere appreciation to my extended NSA family for the many heartfelt expressions of support and condolence following the recent death of my father, William Mulvey. I was truly moved by the sheer number of cards and notes I received in the wake of my father's passing. Your support has helped me through a very difficult time and my family and I will forever remember your kindness.

—MO B.

To my extended family and friends: My family and I *thank you* for the prayers, beautiful flowers, cards, e-mails, and expressions of sympathy for the loss of my father. Your concern was filled with thought and understanding. More than anything else, knowing you were there brought me and my family peace and comfort dur-

ing a very difficult time—I truly love you for that.

—Charlie

On behalf of our mother, Dorothy Meyd (1993 NSA retiree) and our families, we wish to thank friends and coworkers for their expression of sympathy with cards of condolence, flowers, prayers, and contributions to the St. Jude Children's Hospital in honor of our father, Paul Meyd. He passed away February 5. It is never easy to say goodbye—knowing there were caring people who shared our grief helped ease the pain. Your kindness during this difficult time meant a lot to our families.

—Beverly Bosjlic and  
Debbie Stocksdale

My family and I would like to express our sincere thanks to our friends and my coworkers for their expressions of sympathy following the death of my husband "Mack." It has meant a lot to all of us during this difficult time.

—Doris Pollock

### Retirements

I could fill the entire column listing the names of those who made my suddenly dramatic retirement possible and memorable. So, I'll just say a sincere and hearty *thanks* to everyone from the retirement folks; to all those who visited, called, or sent e-mails; to those in the Operations Organization for the lovely gifts and mementos; to the Deputy Director for officiating; to the protocol folks and the Wood Company for their usual superlative presentation. Most of all, I want to thank everyone who helped make my 42½ years a fulfilling experience.

—Bill Ferguson

# National Recognition for Technical Excellence

by Francesca Soto-Ruiz, Office of Employment

On March 16, at the Annual Federal Women's Program (FWP) Awards Luncheon, the Agency acknowledged six women for their technical excellence. These women were among those recently acknowledged as "Centurions of Technical Excellence" or "30 Under 30" by *US Black Engineer and Information Technology* and *Hispanic Engineer and Information Technology* magazines.

The magazines asked corporate America to help identify African American and other women of color who have played critical roles in the U.S. technology enterprise. They wanted to acknowledge the important work being done, and describe the major innovations produced by creative, well-prepared women including engineers, scientists, and computer programmers. They sought women who were inventors and perfecters of technological advances, managers of teams that produce the tools on which America's future will be built.

NSA's Office of Employment and Office of Diversity, in concert with the Public Affairs Office, issued a call for nominees from across the Agency who met the criteria. The Agency was delighted to be given an opportunity to spotlight successful minority females in this way. NSA nominated 10 women—6 were selected. Other winners included women from General Electric, American Airlines, NASA/Goddard, Walt Disney, Texas Instruments, America Online, TRW, IBM, and other American corporate giants.

Who are these leaders, these mover and shakers who are leading the way

in today's dynamic and intriguing technical environment? Read on and learn about these outstanding young women.

## Centurions of Excellence

◆ **Donna C. Belt**, Deputy Division Chief, Information Technology Infrastructure Management Organization: Ms. Belt heads a dynamic team of software development experts providing an integrated set of infrastructure management tools for the NSA, including fault, configuration, security, accounting, and performance management. An advocate of state-of-the-art software development practices, she created web-based network performance management tools that were successfully delivered to customers.



◆ **Stephanie Mitchener Randle**, Senior Computer Scientist, a former employee in the Operations Organization: Ms. Randle has been a leader effecting change in the presentation of NSA's products to consumers of intelligence. The fact that Ms. Randle can introduce change so gracefully speaks of her interpersonal and technical skills. Her work has been critical in procuring useful metrics software



and pursuing innovative information techniques.

◆ **Deborah R. Samuels**, Computer Systems Manager, Information Systems Security Organization: Ms. Samuels has served in staff, classification advisory, systems administration, and management positions in which she continually improved reliability, communications, customer support, standardized procedures, and security initiatives. Additionally, she has recommended courses of action to resolve resource issues within the Department of Defense's Information Assurance Program.



## 30 Under 30

◆ **Zulema S. Belyeu**, Engineer, Technology and Systems Organization: Ms. Belyeu provides customer support to over 500 employees for software and speech processing algorithms. She maintains and implements language identification algorithms, and develops software for increasing the productivity of voice analysts and linguists. Ms. Belyeu also provides technical support for speech enhancement. She is the project leader for several speech enhancement tools, which include a variety of software and digital signal processors.



◆ **Pamela Fennell**, Technology and Systems Organization: Assigned to



a computer communications group, Ms. Fennell models and simulates subsystems. She took the initiative to introduce computer models and simulations that answered questions about performance and reliability of planned systems and demonstrated that large sums of money could be saved. She earned a degree in computer science from Norfolk State University.



◆ **Marcia A. Thorpe-johnson**, a former employee in the Information Systems Security Organization: Despite being fairly new to the Agency and to the field of information systems security, Ms. Thorpe-johnson was the second most productive assessor in the division in FY98, completing 23 percent more assessments than the average for all grades. Despite the challenging workload, which

involved frequent travel outside the local area, she managed to complete her Master's Degree in Computer Science at Johns Hopkins University and is finishing up coursework for a Graduate Certificate in Software Engineering Administration at Central Michigan University. She also serves as a NSA technical recruiter.

In this highly competitive market, it is increasingly difficult to attract, motivate, and retain qualified and diverse candidates in the Agency's technical positions. These individuals, as well as the many others, who were nominated and serve silently, are examples of the brilliant talent the Agency employs.

Congratulations to these women who received national recognition, and also to all the many other women at NSA who are leading the way in this century by demonstrating technical excellence and a commitment to the Agency's mission and values.

## New Home for the Z Watch

by Scott Schindai, Z Watch

The Chief of Z Group officially opened the newly renovated Cryptanalysis Watch in a Ribbon Cutting Ceremony January 12. Ms. Sandra Thomas, Chief of the Z Watch, and Mr. Andre Samuel, Chief of the Z Corporate Data Flow, participated in the ceremony. Following the ceremony, an Open House was held to show off the new spaces to Z Group employees and their customers.

The Z Watch officially "spun up" in October 1998, as a main point of entry for Z operations and processing

on a 24-hour basis. The goals of the Z Watch are to use Z resources more efficiently and to improve timeliness of Z product to customers. The Z Watch quickly outgrew its confines, as the scope of the mission and number of workers increased.

Ms. Linda Proctor and Ms. Judith Gerth took the lead on the rehab project, and soon found a new area for the Z Watch. Currently, the Watch comprises an operation desk, two processing analyst positions, a data flow desk, a help desk, a cryptanalysis desk, and a Z Watch Support Team. The new location of the Z Watch is OPS 2A, Room 2A0252-B. Come for a visit!

## THE NATIONAL SECURITY AGENCY NEWSLETTER

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### 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 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, which includes their name and phone number to the NSA/CSS Internal Communications Cell, Suite 6272, Fort George G. Meade, MD 20755-6239. 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.

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.

## Field Recruitment

### *Around the World in a Week!*

by Global PCS Services

If you've ever wondered about taking a Permanent Change of Station (PCS) assignment, now is the time to give it some serious thought. Even if you've never considered a field tour, you owe it to yourself, and your career, to read on.

Global PCS Services will sponsor the very popular Field Recruitment Week (FRW) May 8-12. This week-long series of events represents a part-



nership between S26 PCS officers, mission managers, and field site representatives. The schedule of events which includes a classified open house May 8, followed by site-specific workshops, should afford everyone the chance to explore the field opportunities for NSA civilian employees. In addition, other favorite events, such as a briefing on the "A, B, C's of PCSing" (highlighting the application process, benefits, and career considerations); an unclassified open house on Wednesday evening for employees and their non-Agency spouses; and career-specific workshops for engineers, computer scientists, intelligence/language analysts,

and collectors/signals analysts will be offered throughout the week. More information concerning the FRW schedule of events will be advertised during April via e-mail, Agency distributions, and at the Global PCS Services website. In the meantime, start thinking about whether this is a good time for you to consider a PCS assignment.

### Why Go PCS?

Employees pursue PCS assignments for many reasons including career enhancement, personal and family growth, and material considerations. In the career enhancement arena, most field alumni will tell you that their PCS experience gave them a "big picture" perspective on how the Agency mission is accomplished and an indepth understanding of NSA's role in support of military operations and other Intelligence Community cus-

tomers. Most PCSers find that field jobs offer a variety of functional responsibilities coupled with the authority to make decisions and take



action within a narrow chain of command.

As for personal and family growth, a PCS assignment presents the oppor-

tunity to participate in unique cultural, educational, and recreational activities. Living and traveling in other parts of the U.S. or the world, experi-



encing a different pace of life, visiting exotic places, experiencing other cultures, learning to use a foreign language, sending children to international schools, and taking time to complete a graduate or undergraduate degree are just some samples of the enriching experiences a PCS can afford.

Material considerations also play a part in a decision to PCS. It's true that, by law, there is no locality pay adjustment to salary at overseas locations as there is in the Baltimore-Washington area and some other CONUS locations. However, there are numerous benefits and entitlements associated with a PCS that help defray the costs associated with the move. Although the exact benefits and entitlements vary from site to site, the following is a sample of benefits that apply at many locations:

- at foreign locations, housing is provided or the cost substantially covered by a Living Quarters Allowance;
- people moving to a CONUS site may be given a real estate entitlement pertaining to the sale of their home locally and purchase of a new residence at the field location;
- at certain posts, additional compensation in the form of cost-of-living

- allowances, post allowances, and/or post differentials are provided;
- miscellaneous expense allowances are provided to cover certain costs associated with relocation of a residence; and
- undergraduate dependents attending college in the U.S. are entitled to one round-trip per year to the parent's overseas post at government expense.

### Increased Promotion Opportunities

A field assignment may also afford increased opportunities for promotion. The promotion rate comparisons between employees who have never served in the field and those who have consistently favor the field-experienced employees. There's a good reason for this! Many field positions carry a significant amount of responsibility to take action and make

decisions, with direct exposure of one's work and contributions to the station chief, mission element managers, and important NSA customers. Furthermore, DIRNSA strongly values field experience and has endorsed increased promotion allocations for employees assigned to field locations.



Spend the week with us exploring the world of opportunities that awaits you! For more information, visit our web site (<http://ds8-websrv3.ops.snsa/S2/S26/index.html>) or call 968-5021(s).



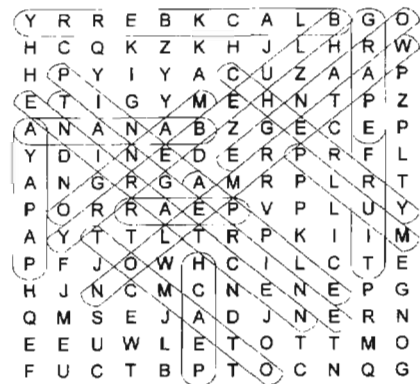
Not every PCS calls for us to pack all our household goods, transfer our children to new schools, or learn a new language and culture. In 1957, employees stationed at Arlington Hall were faced with the move from Arlington, VA to the new NSA Headquarters Building at Fort Meade, MD. To help these employees adjust to this relocation, the "MEADE MOBILE" was put into service to provide information about the "rural" location to which they were moving.

### Thrift Savings Plan Rates Through February 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%
<b>1999</b>			
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
<b>2000</b>			
January	(5.03)	(.34)	.56
February	(1.93)	1.22	.53
<b>Last 12 Months</b>			
	11.57	1.07	6.29

Percentages in ( ) are negative.

### ANSWERS TO THE APRIL PUZZLE



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## Club Notes

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**Arundel Yacht Club (AYC)** will hold the land-based instruction for its annual Learn to Sail course on Saturday, April 29 from 9:00 a.m. to 3:00 p.m. This is followed by 4-6 hours on the water with AYC skippers in May. The course is free to AYC members.

The formal inauguration of the AYC boating season will take place at the Flag Raising Dinner at the Timbuktu in Jessup on Saturday, April 8. Jim Cheevers, curator of the U.S. Naval Academy, will speak on the "Naval History of the Chesapeake Bay." Nonmembers are welcome to attend, but reservations are required.

The first Moonlight Cruise will take place Tuesday evening, April 18. This is an opportunity for boatless members to crew for AYC skippers. Skippers and crew interested in participating should contact the Moonlight Cruise Director/Corinthian Advocate.

Finally, come by land or by "sea" to the first rendezvous on Saturday, April 29 at a member's waterfront home. Bring a dish to share with 10-12 others. For more information about these events or general information about the AYC, contact Evan Andrews at 961-1215(s) or 301-688-0716.

**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. For additional information, contact Bill Lawrence (wdlawre@nsa).

**Hispanic Forum** meets every month and offers a wide array of activities throughout the year. For information regarding 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 NSA employees.

**Native American Forum (NAF)** is planning its annual giveaway project. Like last November, volunteers from the organization will gather, pack, and personally deliver blankets, clothing, and food to American Indian reservations in Nebraska and North and South Dakota. Donations are being accepted for the September delivery. Funds collected during the Four Seasons Market Days help pay for transportation and fuel for the trip. If interested in supporting this important effort and for more information, subscribe to ESS 117 or contact taclark@nsa or paknapp@nsa. The NAF's next Market Days (summer) are scheduled for June 19 and 20 in the OPS 1, North Cafeteria Party Rooms, 10:00 a.m.-3:00 p.m. Show support for the American Indian people-stop by during the Market Day events.

**Parkway Coin and Stamp Club** will hold its monthly stamp meeting Thursday, April 13 at noon. The

monthly coin meeting will be Thursday, April 27 at noon. Meeting locations will be displayed in the showcase opposite the OPS 1 Cafeteria entrance during the respective week of each meeting. Anyone interested is invited to attend. For stamp club information, contact Grover Hinds at 301-688-4598. For coin club information, contact Mitch Ross at 301-688-8428.

**Single People in Activities Recreational and Cultural (SPARC)** events for April include a pot luck dinner; a cherry blossom tour; a craft show; a dance in Bowie, MD; dining out in Little Italy; a movie night; and a monthly activities planning meeting. For more information, subscribe to ESS 1444 or contact Sally at 972-2270(s) or 301-688-0146.

**Women and Men in NSA (WIN)** 2000 Scholarship Committee will be awarding Barbara W. Clark Undergraduate Scholarships to NSA employees and military members who have not received a bachelor's degree and who wish to begin, continue, or complete an educational goal. Scholarships are limited to undergraduate courses and are not required to be job related. In 1999, WIN awarded \$3,863 in scholarships to 19 individuals. Applications must be submitted by noon, April 14. Applications are available in most CWF offices and Customer Service Centers, or the Career Resource Center. If unable to pick up an application, contact Nancy Stefanski at 301-688-5536.