

NATIONAL  
SECURITY  
AGENCY

# NEWSLETTER

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June 1999



Victory Through Valuing Diversity

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## Benefits of New Travel Card

In 1998, the Department of Defense (DOD) initiated a new charge card to serve government travelers. NationsBank Visa replaced American Express as the preferred vendor for travel-charge services. (NSA continues to use the American Express Travel Service in its Commercial Travel Office for reservations and ticketing.)

To enable the Federal Government to take advantage of commercial technology, provide agencies with a greater choice, and increase competition, the General Services Administration (GSA), awarded the GSA Smart Pay Program to six contractors. DOD then awarded the contract for all of DOD, including NSA, to NationsBank, one of the six.

### New Vendor Chosen

The travel charge-card program officially transferred to NationsBank on November 29, 1998, and will continue until November 29, 2000. When the contract expires, DOD has the option to renew it for three additional 1-year periods.

Although a new vendor provides the service, and the card has a new look, the services provided to government travelers remain much the same. The Visa card is accepted by more than 14 million vendors, and at 400,000 automated teller machines (ATM) worldwide, which will benefit Agency travelers.

All civilian Agency employees, and all military assignees on USSID 4000 billets, should have an Agency sponsored NationsBank Visa card. Military assignees on any other type of billet should obtain a government card from their parent service organization.

Obtaining a government charge card is quick and easy. A one-page application is required, accompanied by a DOD Statement of Understanding (the Financial Agreement Form). For civilians, it is signed by their supervisor; for military members, it is signed by their local parent service representative.

All official travel-related charges should be charged to the government card. The Agency receives a rebate for all charges, including ATM withdrawals. Added benefits include trav-



elers insurance, additional rental car insurance, and lost baggage benefits.

The charge card program is overseen by the Agency program manager. The Agency program coordinator handles the day-to-day operations. However, the traveler's first line of communication should be their key component travel manager (KCTM). The KCTMs assist travelers with details such as applying for the card and handling billing disputes. A current listing of KTCM names can be found at [http://www.sab.s.nsa/travel/general/phone\\_numbers.html](http://www.sab.s.nsa/travel/general/phone_numbers.html). Field employees should obtain the charge card from their field site.

### Billing

The billing date for NationsBank Visa is the 23rd of each month. Full payment is expected within 30 days if the government has made reimbursement. Regulations require that travelers file their voucher within 5 days of

returning from temporary duty (TDY). Failure to file is not a valid reason for failing to pay the bill. Travelers who will be on extended TDY (more than 45 days), are required to file an expense report every 30 days, and must check out with their KCTM prior to their departure to discuss reimbursement arrangements.

### Overdue Accounts

NationsBank Visa will suspend any account more than 60 days past due. Accounts unpaid after 120 days or personal use of the card at any time will be referred to Employee Relations, the Office of Security, and the Inspector General for possible action.

Accounts more than 120 days past due may also be reported to an independent credit agency. Travelers are reminded that charge-card activity is monitored for personal use and failure to pay in a timely manner.

Accounts 120 days past due can result in loss of government charge-card privileges. Employees who lose the card through abuse, and have the need to travel for the Agency, will not receive a cash advance. All expenses incurred will be borne by the traveler until reimbursement occurs.

Travelers denied card privileges and have paid their debt in full, may request that their card be reinstated. They will be subject to a credit check and final approval by NationsBank.

All employees should review Corporate Travel Gram 02-1998, October 15, 1998 (revised), for the policy on the NationsBank Visa Travel Charge Card, available on the travel HomePage at [http://www.sab.s.nsa/travel/travelgrams/issue02\\_98.html](http://www.sab.s.nsa/travel/travelgrams/issue02_98.html).

## DIRNSA'S DESK

### *Celebrating Our American Heritage*



June promises to be a great month for us here at Fort Meade, and for the NSA/CSS family around the world. This month, we have a wonderful opportunity to reflect on our history, and to consider what it means to be an American. During the week of June 14-18, NSA/CSS will celebrate our third annual "I Am An American Festival" (IAAAF).

The theme this year is "Victory Through Valuing Diversity." Our theme captures exactly the kind of spirit that we need to succeed in the future. Diversity is the wellspring from which we can draw upon a rich variety of talents, approaches, perceptions, and knowledge to unite as one team, working toward a common goal. Some of the activities planned include a mosaic of the American Flag created from the photographs of Agency personnel. When completed, this will be permanently displayed in the OPS 2B Breezeway. The photos will display NSA's diversity, not merely the outward differences such as race, gender, and age, but also factors like education, career fields, talents, and community service. The IAAAF activities committee is also planning a number of displays which need your participation to be successful. The historical and cultural artifacts display will showcase a variety of items along with brief write ups outlining their significance. Exhibitors will be available to discuss and answer questions regarding their displays. There will also be the historical and cultural book display which will focus on a number of literary works demonstrating the diversity of our work force and heritage. Exhibitors are encouraged to sit and talk about their submissions or provide a brief summary outlining the work's significance. A similar display will be available for those wishing to share their genealogy and a variety of family items (including family tree charts, historical documents, and family Bibles) that demonstrate the genuine diversity that we are privileged to enjoy here at NSA. Other highlights include classic car displays, cultural costume displays, and a variety of musical activities. Please visit the IAAAF Web site for complete information on all the activities associated with the IAAAF.

Lastly, don't forget the picnic! Last year's IAAAF picnic was a great success, and this year's picnic, June 18 will be a lot of fun. This is an excellent opportunity to relax and enjoy the festivities together.

Our NSA work force is richly diverse. When we take time to share and learn about each other's background, we become an even stronger team. I hope each of you take time to participate in IAAAF activities, and reflect on the kinds of special talents, skills, and gifts you bring into the workplace every day. I would like each of you to know that as the Director, NSA/CSS, I see the results of your creativity, spirit, and dedication everyday. This month, may we all take some time to pause, reflect upon, and recognize this in ourselves and each other, and celebrate our accomplishments.

*Michael V. Hayden*

## Here Come The Men in Black

### *The Protective Services Emergency Response Team*

When entering NSA compounds, employees may notice rather stern looking individuals dressed in black paramili-

application of tactical response options, and containment and stabilization techniques.



Front Row (l. to r.) Eric Jacobsen, Jason Evans, Wayne Weitkamp, and SGT Futrel Jackson, Commander; Back Row (l. to r.) Gregory Perron, Bryan Stephens, Raymond Osborne, Tony Cavell, Scott Aylor, MSGT Robert Ekstrom, and SSGT Brinkley McCann

tary uniforms, wearing special headgear, and brandishing semiautomatic weapons. Many NSA employees have mistakenly assumed that they were representatives of the FBI or U.S. Marshal's Service. However, these individuals are members of the NSA Office of Security's Protective Services' elite, specialized tactical unit known as the Emergency Response Team (ERT).

#### What is the ERT's purpose and mission?

The ERT was formed to respond to high-risk incidents affecting NSA/ CSS personnel and facilities, and effect resolution of the incident through the

#### How long has the ERT been in existence?

The original Protective Services Rescue, Evacuation, and Containment Team (REACT) was formed in 1989. In 1997, the name of the team was changed to the Emergency Response Team. The team's function has remained essentially the same since its inception.

#### How does someone become an ERT member?

The selection process for becoming a member of the ERT is extremely arduous and extensive. Following are the

requirements for becoming an ERT member.

- ◆ Applicants must be Protective Services Officers in good standing, who have demonstrated maturity and good judgment, and established exemplary work records. They also must volunteer to work highly irregular schedules and undergo rigorous training.
- ◆ Applicants undergo extensive physical and psychological examinations performed by the NSA Medical Center.
- ◆ Applicants must successfully complete an ERT fitness assessment and meet the following minimum requirements:
  - ❖ Pushups (70 in 2 minutes)
  - ❖ Situps (70 in 2 minutes)
  - ❖ Pullups (15, no time limit)
  - ❖ 100-yard dash (12 seconds or less)
  - ❖ 1-mile run (6 minutes or less)

Upon being accepted into the ERT, each member must successfully complete an accredited police basic special weapons and training (SWAT) school. In the past, the ERT has attended SWAT schools sponsored by the Anne Arundel County Police, the Baltimore County Police, the Maryland State Police, the Prince Georges' County Police, the U.S. Capitol Police, the U.S. Park Police, and the U.S. Department of State.

#### What type of training do ERT members receive?

All members are graduates of the Federal Law Enforcement Training Center at Glynco, GA. Following selection for the ERT, the selectees attend SWAT school. This training typically lasts 3 weeks and includes comprehensive training in the use of distraction devices, rappelling, tactical shooting drills, building and room clearing techniques, vehicle assaults,

countersniper theory, basic hostage negotiations, tactical first aid, and intensive physical training. NSA's ERT is different from other area SWAT teams because it has its own medical support component. Two military medics assigned to the NSA Medical Center are members of the team, and can be deployed when the ERT is facing an extraordinary emergency situation. ERT medics must successfully complete the Department of Defense Counternarcotics Tactical Operations Medical Support Program.

In addition, ERT members receive 16 hours of specialized, skills-specific, in-service training each month.

#### What type of weapons are used by the ERT?

Each member of the ERT is initially trained and qualified with, and routinely requalifies with the following.

- ◆Colt 9mm submachine gun (monthly qualification)
- ◆Colt M16A2-(.223) military rifle (quarterly qualification)
- ◆Beretta 9mm semiautomatic handgun (monthly qualification)
- ◆Remington pump action 12-gauge shotgun (quarterly qualification)
- ◆Remington .308 bolt action rifle (monthly qualification)
- ◆Colt AR-15-(5.56) military rifle (quarterly qualification)

#### Is the ERT a full-time unit?

Other than the medics, ERT members are Protective Services Officers who are normally assigned to permanent posts throughout the Fort Meade complex. However, ERT members are on call 24 hours a day, 7 days a week to provide immediate response and assistance to situations affecting the security of NSA people and facilities.

When employees see ERT members standing at vehicle gates, the natural assumption is that the Agency is in "danger." Is this a correct assumption?

The ERT is normally deployed to key perimeter access points during times of heightened alerts, and aperiodically as a deterrent to those who would threaten the security of Agency personnel and assets. ERT deployment does not mean that NSA is in imminent danger.

#### How does the ERT compare with other agencies in shooting events or tactical drills?

The ERT has successfully competed in the annual DC metropolitan SWAT competitions and the annual Baltimore County, U.S. Capitol Police, and U.S. Secret Service countersniper team competitions. The ERT placed 4th out of 11 teams in its last SWAT competition, and 11th out of 22 teams in its last countersniper competition.

#### Are ERT members' uniforms different from the non-ERT members when they are not functioning as the "Men in Black?"

Look closely at the officers' collar brass. The officers wear either an "ERT" insignia for ERT members, or an "NSA" insignia for nonmembers.

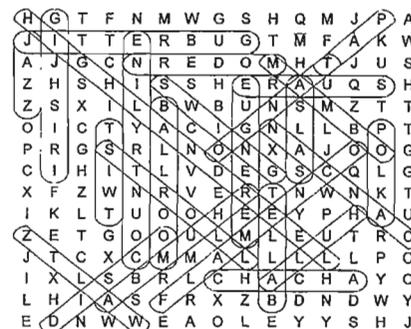
The ERT plays a vital and indispensable role in the Office of Security's efforts to provide each employee a safe and secure workplace. Any additional questions regarding the ERT may be addressed to SGT Futrel Jackson via E-mail (figacks@nsa) or by phone at 963-7054(s) or 688-4065.

#### Thrift Savings Plan Rates Through April 1999

Months	C	F	G
1994	1.33%	(2.96%)	7.22%
1995	37.41%	18.31%	7.03%
1996	22.85%	3.66%	6.76%
1997	33.17%	9.60%	6.77%
1998	28.44%	8.70%	5.74%
<b>1998</b>			
May	(1.72)	.95	.51
June	4.05	.85	.48
July	(1.09)	.21	.49
August	(14.47)	1.66	.49
September	6.33	2.36	.44
October	8.19	(.52)	.41
November	6.04	.56	.42
December	5.76	.30	.43
<b>1999</b>			
January	4.19	.71	.42
February	(3.09)	(1.74)	.38
March	3.99	.54	.47
April	3.86	.29	.46
<b>Last 12</b>			
Months	21.72%	6.27%	5.53%

Percentages in ( ) are negative.

#### ANSWERS TO THE JUNE PUZZLE



## On the Air in 5—4—3—2—1 . . .

### *NSA's Television Center*

Bringing "ideas to life" is the focus of the NSA Television Center. A full-service, broadcast-quality television production facility, NSA's center is state of the art. The studio and professional production specialists are dedicated to total customer satisfaction. Whether it is a fully scripted production, a corporate-level presentation, or a live broadcast to the NSA work force, the television team exceeds expectations.

Established in the late 1960's as a duplication and videotape center, the requirements quickly shifted to scripted productions. Today, the Television Center is an important resource in meeting NSA's mission. From mandatory courses on subjects such as property awareness, to live broadcasts to and from field sites, the TV Center team delivers essential and meaningful information to NSA employees.

### **The Studio**

The NSA television studio is located in FANX II, and is completely sound-proof (which shields the area from the noise of the airplanes flying over). It consists of two video-edit suites; a sound booth; an audio-sweetening room; an off-line-edit system; a studio; a duplication and captioning area; state-of-the-art, 3-D, computer-graphics capabilities; and remote equipment storage.

One edit suite is still analog, but the other was recently converted to digital. This conversion greatly enhanced the quality and significantly decreased the time of the initial editing process. The audio room's editor is also digital. It can record up to 56 individual channels of audio that can be mixed simul-

taneously. These channels include narration, music, sound effects, dialogue, and sometimes enough audio tracks to create a full stereo mix for full-scale productions such as the "Quality of Life" videos used for field recruitment.

The audio room also doubles as a live mixing suite to produce shows such as "Talk NSA" and other productions.

### **"Talk NSA"**

In 1993, "Talk NSA" was established as a medium for sharing ideas and information on current and relevant topics. This live talk show allows viewers to call in with their questions and concerns, and speak directly to the guests.

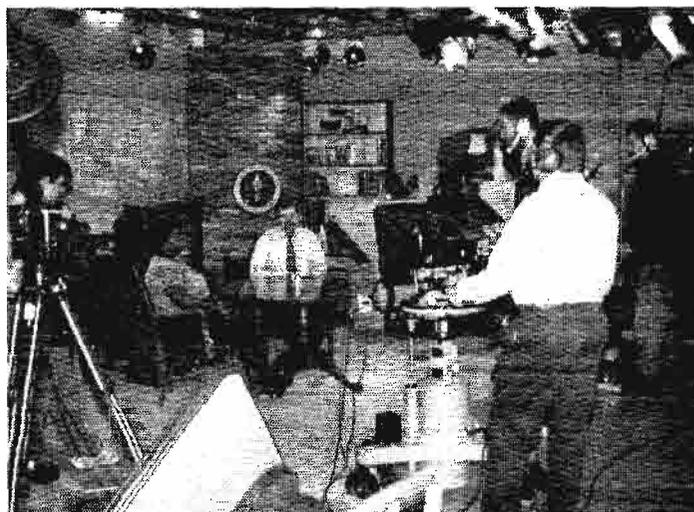
When the program is aired in the FANX studio, the editing room converts to a live control room for the acceptance of incoming phone calls and transmission purposes. The calls are transferred to the speaker and heard on the air for response. "Talk NSA" also broadcasts on location from various remote sites.

Location filming requires the television team to pack up the cameras and relocate the studio and control room to another area. Because of the success of "Talk NSA," the Deputy Director for Technology and Systems has used the crew for recent on location town

meetings at both the CANX and NBP buildings.

### **Television Team**

The television team comprises 14 multimedia specialists. Traditionally, half the team provides the technical expertise and the other half offers the writing and producing talents. However, for a diverse and highly efficient



*NSA's Television Center "Team" was awarded the DS Award for Excellence in April*

staff, most of the team members cross train in multiple skill areas. The following positions compose the television team.

- ◆ **Writer/producers** take ideas and convert them into the language of television production. They do this by researching the subject matter, writing a technically accurate script, coordinating production schedules, and organizing the material for the edit session. In essence, the producer tracks the project from conception to final customer approval.
- ◆ **Video editors** combine the individual elements of the show into a finished product. From cuts, fades, and dissolves, to flying logos and

special effects, the editors work hard to give the show that "special look" that will make it stand out from the rest and be noticed by the customers.

- ◆ **Videographers** take the writer's ideas and translate them into live and animated images on videotape. They assist the writer/producers in directing and visualizing the written word. Then, the videographers use the best in broadcast camera technology, camera support systems, filters, and lighting systems to capture, enhance, and tell the customer's story.
- ◆ **Sound recordist and audio mixers** capture the audio ambiance for the show (but the work does not stop there). Through state-of-the-art digital technology, they take the finished show and add the special audio "treats" as heard in topnotch television shows. Whether it is a sound

### NSA Television Center Services

- ◆ Video production
- ◆ Live broadcasts
- ◆ Audio engineering and production
- ◆ "Quality of Life" and operations videos for field sites
- ◆ Stock footage library
- ◆ VHS tape duplication and standards conversion
- ◆ Video taping of special events and presentations
- ◆ Video editing
  - ◆ "Talk NSA"
- ◆ VHS camcorder loan program
- ◆ Computer graphics creating and editing
- ◆ Captioning
- ◆ Sound reinforcement

effect, audio "sweetening," or narration replacement, these individuals make the sound perfect.

- ◆ **Graphic artists** create the graphics and special effects that add the unique look to the show. From creating a simple background to complex 3-D animations, they give an exciting new look to each video.
- ◆ **Tape duplicators** mass duplicate VHS copies of shows, or any other VHS products that are not copyright protected and are for official use only. They can also convert VHS tapes to and from format standards around the globe.

### Creating the Magic

From the time a customer contacts the Television Center's team leader, many steps to create the desired final project are set in motion. First, the project is assigned to a writer/producer. This person meets with the customer to discuss ideas and details.

The writer/producer researches and prepares the written script and visual footage. If any remote videotaping is necessary, a production schedule is coordinated and a videographer and sound recordist capture the footage.

After all the tapes have been viewed and logged, the editing begins. On the average, a 20-minute video can take as many as 5 days to edit. Narration, sound effects, music, and audio sweetening are added last. The final stage of the process is customer acceptance and dissemination.

The television studio is a valuable Agency resource. For more information, E-mails may be sent to the following aliases: [tvcenter@nsa](mailto:tvcenter@nsa) (for video and audio requests), [tapedup@nsa](mailto:tapedup@nsa) (for videotape duplication), and [talknsa@nsa](mailto:talknsa@nsa) (for "Talk NSA" requests).

-mdh

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## Managing Cultural and Organizational Diversity

by Michael O' Hara,  
Office of Equal Employment Opportunity

Diversity management is big business in the private and public sectors throughout much of the world. For many businesses, it is imperative because of increased global exposure through the INTERNET or the need to expand into global markets to remain competitive.

Diversity management institutes, consulting firms, conferences, books, and journals pop up everywhere. Articles on diversity management occupy significant real estate in publications such as *Fortune 500* and *Business Week*. Businesses and organizations are coming to the realization that paying attention to diversity management results in significant improvements in employee satisfaction, technical health, organizational productivity, and profit.

There is also an increased emphasis on hiring managers who excel in people skills and are able to manage a diverse work force. Perhaps the "Why can't we all just get along?" posters and the "I'm OK, You're OK" publications did not achieve the desired results.

The slogans and posters probably had a significant impact on many who understood their message and did their best to influence others. Unfortunately, "getting along" is much more complex and requires a tremendous amount of knowledge, sensitivity, and skill.

### Dynamics of Diversity

The derivation of the word culture is the Latin root "cult." This is also the root of the word cultivate—to act upon nature. The relationship of these two words is important in under-

standing cultural diversity. There are three basic dimensions of culture: natural culture, explicit culture, and implicit culture.

Natural culture encompasses the things and experiences that families,



over time, have been exposed to because of geographic differences.

Explicit culture includes the things individuals see, hear, feel, and experience in their cultural environments such as language, clothing, food, fashion, physical structures, transportation, communications, trade, work, play, and worship.

Implicit culture is a set of core assumptions of human existence or the things taken for granted including oxygen, sunlight, water, food, and energy. Much of an individual's explicit culture is affected by the differences in natural and implicit culture.

Consider the differences in explicit culture that arise from living in two extremely different environments (extremely hot and dry versus extremely cold and wet). Simply because of their natural environments, individuals encounter significant differences in most of the aforementioned explicit cultural items.

Cultivating an environment is a continuous cycle of acting upon an environment, the environment reacting to those acts, and an individual's responses to the changes. People learn to survive and thrive by resolving the unique dilemmas faced in their physical, metaphysical, mental, emotional, and spiritual environments.

Human cultural differences are extremely complex. Many are familiar with Carl Jung's theories of the four basic human types—dominant, influencing, steady, and correct (DISC). They make up the DISC model used in many team-building environments to help people better understand and use the differences in styles.

Some are familiar with the variables in dominance and subdominance among the four quadrants of the brain and the associated behavioral patterns. Most are familiar with the Myers Briggs 16 personality styles.

Consider the five styles of dealing with conflict, five styles of negotiation, five human relational orientations, three different styles of learning, and six living generations, to name but a few more diversity variables. So what? People are different. Enjoy it and get to work!

Companies and organizations, including many NSA/CSS organizations, have been experiencing significant change. Many of the changes have involved organizational restructuring, working in teams, and aligning work by functions and processes. This stirring, blending, and teaming has affected employees with extremely diverse backgrounds, experiences, skills, and organizational cultures.

While all of these changes have been taking place, the Agency has also dramatically changed its information

and technology backbone. The focus of many of these changes was to streamline cost and increase productivity. The actual result is what has caused the significant boom in the diversity industry.

Productivity and morale went down and the price of doing business went up. For people to be productive and content, they need to feel safe, welcome, understood, validated, and valued.

Much of diversity consulting work is aimed at helping organizations incorporate diversity initiatives into all facets of the business and at helping individuals and teams develop skills to communicate across cultural bridges and develop strategies to turn the differences into creative, competitive advantages.

The United States is blessed with an ever-growing array of diversity. At NSA, the diversity is relatively limited compared to society at large and the ability to work across cultures more delicate and challenging.

This year's "I Am An American Festival" (IAAAF) celebration is an excellent opportunity to share cultural experiences and increase NSA's strength through diversity.

### **"I Am An American Festival"**

The Agency's third annual IAAAF will be held June 14-18. This year's theme is "Victory Through Valuing Diversity." The 1999 IAAAF vision is "To create a celebration that values the many dimensions of NSA's diversity—skills, education, experience, and talent, as well as heritage, race, and gender."

All badged personnel affiliated with or assigned to NSA, including civilian and military employees, contractors, and all others working in NSA facilities, are invited to attend the week's exciting activities.

Keynote trainer, Admiral Leighton Smith, Jr., USN (Ret.) will kick off the celebration in the Friedman Auditorium with his presentation, "Working Together—America's Team in Conflict,



*Admiral Leighton Smith, Jr., USN (Ret.)*

in Crisis." He will highlight the importance of every employee—every member of America's Team—in safeguarding the United States through national and international crises.

Admiral Smith retired from the U.S. Navy on October 1, 1996. He is a Senior Fellow at the Center for Naval Analysis and President of Leighton Smith Associates, a consulting firm.

### **Reasons to Celebrate**

So why have a diversity celebration? Recently, the Agency has been busy with the Balkan crisis, terrorism, and other priorities. This work would not be successful were it not for NSA's ability to call on its heterogeneous backgrounds and rich diversity. It is beneficial to take time to reflect on the Agency's own unique American heritage and its common bonds, for it is these strengths that will see NSA into the new millennium.

The IAAAF team has planned a variety of activities to celebrate the Agency's diversity. The mosaic picture

of the American flag will be especially memorable. It is composed of small pictures of Agency employees, representing different facets of diversity, combined to make a mosaic of the American flag. It will be on permanent display in the OPS 2A Breezeway. And don't miss the craft fairs—CWF vendors and Agency clubs will sell their wares at various locations throughout the week.

### **Displays**

Be sure to stop by the OPS 1 North Cafeteria Party Room to view the displays and chat with coworkers. A multicultural artifact display will feature objects, decorations, keepsakes, artwork, and other collectibles that relate to NSAers' different heritages, all contributed by employees. Some will feature a brief writeup explaining how the item reflects the owner's culture. Employees are also encouraged to dress in costumes representing their heritage.

Books on display loaned by Agency employees, will include texts on American heritage, family history, and various cultures. There will also be a genealogy display of employees' charts, historical documents, and family Bibles.

A big hit last year, the car show will be presented again this year. Check out colleagues' unusual, classic, or antique vehicles.

Winners of the poetry contest, highlighting the IAAAF vision statement, will be announced Friday at the OPS 2A/2B picnic. Other activities include picnics on Friday at all nine cafeteria locations, with DJs at almost all sites, a USO show, "MASH"-style blood drive, Agency programs' exhibits, Cryptologic Museum tours, and club displays. See page 10 for a schedule of events.

## "I Am An American Festival" Schedule of Events and Activities

### Monday, June 14, Flag Day

8:00-8:30 a.m.	Flag Raising Ceremony, OPS 2A Visitor Center	11:00-11:30 a.m.	Cafeteria Party Room Photographs taken for multicultural dress, Canine Suite
	David Rissling Venit, a 13-year-old blind student from Meade Middle School, will sing the National Anthem	CANX	
		11:00 a.m.-1:00 p.m.	Joe Walch DJ Service
9:00-10:00 a.m.	Keynote Address, ADM Leighton Smith, Jr. (Ret.) Friedman Auditorium	FANX III	
		11:00-11:30 a.m.	Ken Rochon, Jr., Absolute Sounds
11:00 a.m.-noon	Cryptologic Museum Tour, CANX and NBP	11:30 a.m.-12:15 p.m.	Mike O'Hara, guitarist and singer
11:00 a.m.-1:00 p.m.	Agency Clubs Display, R&E Bldg. (outside cafeteria)	12:15-1:00 p.m.	Ken Rochon, Jr., Absolute Sounds
1:00-2:00 p.m.	Cryptologic Museum Tour, OPS 1	NBP	
	Cafeteria theme "Eastern Monday"	11:00 a.m.-1:00 p.m.	Charles Carroll DJ Service

### Tuesday, June 15

Cafeteria theme "Central Tuesday"

### Wednesday, June 16

7:00 a.m.-5:00 p.m.	"MASH" Style Blood Drive, OPS 1 North Cafeteria Party Room	11:00-11:30 a.m.	Black Expressions Gospel Choir
		11:30 a.m.-noon	Mary Slomba, singer
9:00-10:00 a.m.	Cryptologic Museum Tour, FANX III	12:00-1:00 p.m.	Stellar Tones Choir USO Show
11:00 a.m.-1:00 p.m.	Agency Clubs Display, FANX III Cafeteria	12:00-12:30 p.m.	Parkway Chorale
1:00-2:00 p.m.	Cryptologic Museum Tour	12:30-1:00 p.m.	SSgt Larry Ferrell
	Cafeteria theme "Mountain Wednesday"	OPS 2A	
		11:00 a.m.-12:15 p.m.	Jason Herbert, Wite Noyze Mobile Nightclub
		12:15-1:00 p.m.	Jerry Thompson, Country Western Dance Lessons
		1:00-1:30 p.m.	Jason Herbert, Wite Noyze Mobile Nightclub

### Thursday, June 17

Cafeteria theme "Pacific Thursday"

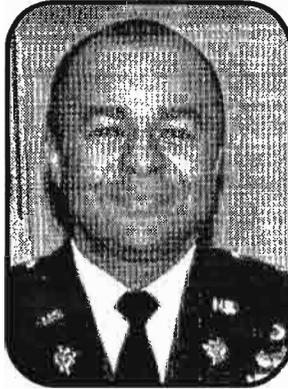
### Friday, June 18

9:00-10:00 a.m.	Cryptologic Museum Tour, OPS 3 and R&E Bldg.	R&E Bldg.	
		11:00-11:30 a.m.	Bagpiper & Scottish Dancing
10:00 a.m.-2:00 p.m.	"I Am An American Festival" displays, OPS 1 North Cafeteria Party Room	11:30 a.m.-noon	Native American Dancing
		12:00-12:30 p.m.	Irish Dancing
10:00 a.m.-2:00 p.m.	Classic Car Display, OPS 2A/2B Parking Lot	Cafeteria theme "All American Picnic"	
10:00 a.m.-2:00 p.m.	Craft Fair, OPS 1, North		

*For exact locations and more information about the festival, visit Webworld at <http://dodet02.a74.a.nsa/iaaaf.nsf/>.*

## Awards

### DEFENSE SUPERIOR SERVICE MEDAL



Gary A. Royster  
Col/USAF

### MERITORIOUS CIVILIAN SERVICE AWARD



Thomas E. Amos

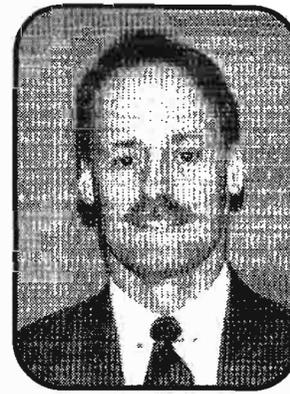
### DEFENSE MERITORIOUS SERVICE MEDAL



Alfred E. DeLeonardo III  
CAPT/USA



Hanni M. Cordes



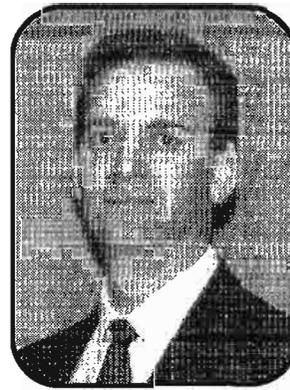
Dana W. Grimes



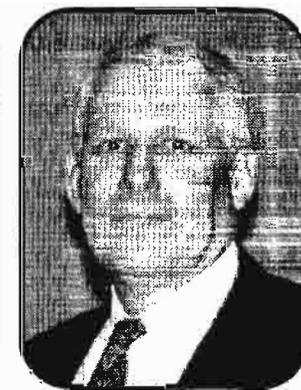
Stuart A. Krohn



Ann V. Leisenring



Philip D. Quade



Michael F. Shields

## Action Line

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

### A RAT'S TALE

Dear Action Line,

I recently received notification via E-mail that the Agency would suspend the funding of education and training programs due to the "austere fiscal climate." What will it take for NSA senior leadership to realize that effective management of the Agency as a business is our only hope for a "brilliant future?" The Agency can't maintain a work force that is the "best and the brightest" by eliminating funding of the very thing that keeps them that way!

The announcement also stated "the Agency has had to make some tough decisions." Tough for whom, the empire builders concerned with the welfare of their organization until their retirement date? Private industry realizes the need for keeping people up to speed even in austere times, but it seems NSA has yet to figure it out.

And what about morale? As soon as budget cuts come, the first things to go are benefits to those dedicating their lives to maintaining the security of the Nation.

Congress has been advising NSA for years to get a business plan, develop and implement responsible financial procedures, and begin treating the work force as the dedicated individuals they are, not as assets to be used. Now that Congress is threatening to reduce funding, NSA's leadership has chosen to further cripple the Agency by cutting education and training programs. Will all the progress made during the last few years be in vain?

Maybe the very vehicle designed to bring useful information to the work force, the *NSA Newsletter*, will bring this important message to our leadership—we are your "most valuable asset." Leadership must realize their responsibility to the future of the Agency. Vision and dedication would prove far more effective than control and selfish goals.

—A Rat Trying to Save a Sinking Ship

Dear "Rat,"

Thanks for your letter. Your sentiments are typical of those in the many E-mails I've received since I sent that infamous "Agency All." I'd like nothing more than full funding for our education, training, and career development programs. But the cause of this problem did not originate within NSA. During the Executive Branch reviews of the

FY98-99 fiscal program, the reviewers cut approximately one-third of the Agency's education and training budget. Their "logic" was the opposite of the facts you've cited. As you observed, it's well documented that private corporations that have increased investments in people's learning in the face of downsizing recovered more quickly and more completely than those that didn't. We cited those very studies in our efforts to convince the reviewers that they were wrong. Our arguments failed, and the budget was cut.

The Agency was able to identify enough money to offset the effects of the cut in FY98, but FY99 has proven to be a tougher year. There were competing needs, many directly related to critical mission activities. We moved money around within the education and training budget to fund what we could, but there just wasn't enough. The Senior Agency Leadership Team wrestled hard with this decision, but in the end, they could not make up the education and training shortfall in FY99.

The good news (if there is any) in this story is that during the FY00 budget reviews, NSA was more successful in defending the need for a robust education and training budget. Consequently, unless Congress does something unexpected, there will be more money next year. The FY00 budget is still not as large as I'd like to see it, but it's closer to what NSA really needs. I'm optimistic that the FY99 education and training curtailments will be a 1-year phenomenon. They are still a dark stain on NSA's record of supporting the development of its people. Nothing I can say will change that lasting impression. The fact that you and many other "rats" have decided this ship is worth saving, despite a grievous wound to the social contract with NSA employees, is strong evidence that we will meet the challenges you've mentioned.

However, I don't want to end this response with "rah-rah" hype. This cut hurt people. It shook people's confidence. The leadership knows that. We all wish it had not turned out this way. I believe there's a firm commitment to make sure it doesn't happen again. You have a right to hold us accountable. Don't back down!

—Very respectfully,  
Jim Blazer

Chief, Training and Employee Development

## Club Notes

**Deep Sixers SCUBA Diving Club** will hold its monthly meeting Thursday, June 17th at 7:00 p.m. Upcoming trips include wreck diving in Delaware, June 12; wreck diving at Kingston, Ontario, late July or early August; and quarry diving at Bainbridge most weekends. For more club information, see the bulletin boards in the OPS 1 center corridor (near the bank), FANX III (near the barbershop), or contact the club vice president, Vince, at 301-688-2869.

**Hispanic Forum** will take part in the "I Am An American Festival" craft fair with a display of native arts and crafts from many Hispanic countries. Come and see the "CEMI" and its history.

### 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.

On July 10, the forum will have its annual picnic at the Canine Pavilion in front of the R&E Bldg., 11:00 a.m.-6:00 p.m. Everyone is invited to share good food, music, games, and fun. The Hispanic Forum meets every month and offers a variety of activities throughout the year. For information about the forum's goals, activities, and how to join, subscribe via the Electronic Subscription Service to ESS 1252 or contact Ivette Collazo (imcolla@nsa). The Hispanic Forum's activities are open to all Agency employees.

**Parkway Coin and Stamp Club** will hold its monthly stamp meeting Thursday, June 10 at noon. The monthly coin meeting will be Thursday, June 24 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 June include a singles dance in Bowie, MD; a bike ride and hike in Gettysburg, PA; dining out at Pirates Cove; brunch at Buddy's; a spring picnic; a day trip to Longwood Gardens; a potluck dinner; a planning meeting; and weekly happy hours and trivia at Hurricanes. For more information or a membership form, send name, organization, and complete mailstop to SPARC, P.O. Box 635, Fort Meade, MD 20755.

**Women and Men in NSA (WIN)** will sponsor a used book sale Monday, July 12, 11:00 a.m.-1:00 p.m. in the OPS 1 North Cafeteria Party Room. Proceeds from this fund raiser will support the Predmore Lynch Fund. If anyone would like to donate used books, contact Bill L. at 963-3527(s).

## Mark Your Calendar

### May 15-July 31 TSP Open Season

The Thrift Savings Plan (TSP), a retirement savings and investment plan designed exclusively for Federal employees, began its Open Season May 15 and will continue it through July 31.

For information regarding the TSP, contact the Agency TSP officers, Danny L. Floyd or Tammy Banner at 982-7950(s), 410-854-6188, via E-mail at dlloyd@nsa or tsbanna@nsa, or contact a personnel representative.

### June 30 Lunch N' Learn

Jerome Sachs, Director of "Father Focus," will provide information regarding supporting, encouraging, and helping fathers develop close family relationships. He will address the emotional, financial, and practical issues of marital conflict, separation, and divorce. The presentation will be in the Friedman Auditorium from 11:30 a.m. to 12:30 p.m. To register, visit <http://www.s.nsa/ERS/worklife/events/html> or contact Work/Life Services at 982-8001(s) or 410-854-4657.

## Paul Derthick's Headline Puzzle .....by Larry Gray

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

- VIIMWYD YM ETWG DBVVZOUN WTU OUYM EMMJ BTGJOE RYYOYTZV
- YSHEYUNAKTU LMAH LMAKLE XMNB MIIKUE' MNAKHL KL XMIBMLE
- WJJ VAIVIMCM CGBFGC UCMUM UI VACECGU FG-WQFBKU WJFQAC
- DRPFY BUTRM BNM NM UWRPDNTR, GVAR AVWY NM CVAPUYR  
GNMVC
- ORPTVM, NDVCNM DRCRAUTTSMNAVDNUMY ONVMDY VOPRR DU  
TRPORP

Answer will appear next month.

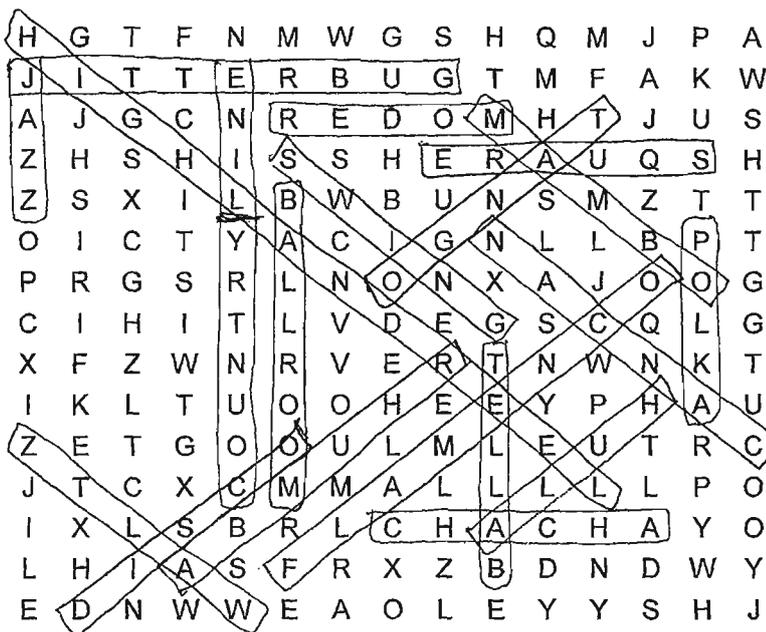
Answer to May Puzzle:

- RANGERS' STANLEY CUP HOPES SUFFER IN LOSS TO FLYERS
- KITE LOVERS FLOCK TO LOCAL FESTIVAL IN THE SKY
- PURCHASE OF ARCO FUELS AMOCO'S AMBITIOUS PLANS
- MLOSEVIC REMAINS RESOLUTE IN FACE OF STRIKES ON KOSOVO
- GORE THROWS OFF WOODEN IMAGE TO WIN OVER N.H. VOTERS

Setting: HASEK Key: KOLZIG Hat: KHABIBULIN

## Dance Fever

Hidden below are the names of 25 dances—some old, some new. The words read in any direction and any letter may be used more than once.



## In Memoriam

Charlene L. Butler, a management services specialist in the Information Systems Security Organi-



zation, died March 8 of respiratory failure. She was 37.

A native of Baltimore, MD, Mrs. Butler joined the Agency in 1981.

Mrs. Butler enjoyed collecting jazz figurines. She resided in Glen Burnie, MD.

Mrs. Butler is survived by her husband, Lionel; and a son, Nathaniel Randall.

Dorothy L. Darnauer, a manager in the Technology and Systems Organization, died March 24 of complications from cancer. She was 64.



A native of Omaha, NE, Mrs. Darnauer joined the Agency in 1982. She held a Master of Science

Degree in Information Systems Management and a Master of Science Degree in Strategic Intelligence.

Mrs. Darnauer most recently resided in South Riding, VA. She is survived by two daughters, Rebecca Hubbard and Kathleen Foley; and a son, Eric.

Patrick K. Kiernan, a former program analysis officer in the Information Systems Security Organization, died February 27 of leukemia. He was 78.

Prior to joining the Agency, Mr. Kiernan served with the U.S. Army. He retired in 1980 with 36 years of Federal service.

Mr. Kiernan most recently resided in Dunwoody, GA. His wife, Joan; three

sons; a daughter; and four grandchildren survive Mr. Kiernan.

**Mabel D. Knudson**, a former data systems analyst in the Operations Organization, died February 28. She was 77.

Ms. Knudson retired in 1981 with 36 years of Federal service. She resided in Fredericksburg, VA. Ms. Knudson enjoyed travel, music, and bridge.

Ms. Knudson is survived by her husband, Charles Sargent.

**Preston F. Welsh, Jr.**, a former analyst in the Operations Organization, died February 10 of respiratory failure. He was 71.

Prior to joining the Agency, Mr. Welsh served with the U.S. Army. He retired in 1991 with 38 years of Federal service.

Mr. Welsh resided in New Bern, NC. His wife, Elizabeth and a son, Thomas, survive him.

**William H. Wray**, a former research analyst in the Operations Organization, died on March 27. He was 77.

Mr. Wray graduated from Miami University in Oxford, OH where he was a member of the Phi Kappa Tau fraternity. Prior to joining the Agency, Mr. Wray served with the U.S. Army during World War II. He retired in 1974 with 27 years of Federal service.

A longtime resident of Severna Park, MD, Mr. Wray was a member of the Unitarian Universalist Church of Annapolis. He was a volunteer with Partners in Care and enjoyed golfing.

His wife, Jody; four children, William, Jr., Richard, Robert, and Molly; and five grandchildren survive Mr. Wray.

**Elvin Willett**, a cryptomaterial controller in the Information Systems Security Organization, died March 27 of liver disease. He was 46.



A native of Baltimore, MD, Mr. Willett joined the Agency in 1994.

Mr. Willett resided in Prince Frederick, MD. He was an avid drag racing fan.

Mr. Willett is survived by three brothers, Robert, Leroy, and David.

### In Appreciation

I would like to express my deepest gratitude for the many expressions of love and support I received following the death of my father in March. Your kind words of comfort, cards, flowers, and prayers have been a great comfort to my family and me. Your thoughtfulness was deeply appreciated and will always be remembered.

—Yvonne D'Amato

My mother, brother, and I would like to thank coworkers and friends for their expressions of sympathy and support following the loss of our husband and father, Vince. As manager of the NSA barbershop for 30 years, dad developed many special relationships. He had great respect and admiration for all of these people and during this difficult time it is obvious why he did. Your thoughtfulness and kindness will always be remembered.

—Carmella, Greg, and Judy

My daughter and I would like to thank coworkers and friends for their overwhelming support and prayers following our traffic accident. Your cards, flowers, calls, and visits helped get both of us on the road to recovery.

Your thoughtfulness and generosity will long be remembered.

—Kathy Gleason  
—Kimberly Gleason Pelot

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

—Linda Henson

My family and I want to express our sincere appreciation to our NSA family for the thoughts, prayers, cards, and flowers we received following the death of my father, Monroe Wray. Your support, thoughtfulness, and kindness meant so much to us and will always be remembered.

—Kevin Wray and Family

### Retirements

I want to thank my friends and coworkers who took time from their busy schedules to attend my retirement ceremony and luncheon. It was a wonderful event and I will cherish the memory of it for years to come.

—Mike DePaul

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

## Retirements

43 Years

William D. Hissey

38 Years

Richard D. Norman  
James Wilson

37 Years

Mary E. Bush  
Jay A. Ford  
William J. Stoner

36 Years

Louis M. DePaul  
Norbert E. Rieg  
Karl M. Schmidt

35 Years

Frank T. Damico  
Darrold E. Laveau  
John T. McLaughlin  
Jack MacDonald Phillips  
Julia B. Wetzell

34 Years

Charles J. Malinowski

33 Years

Carol S. Cochran  
Steven P. Collier

32 Years

William R. Bandy

31 Years

John H. Dye

27 Years

Phyllis A. Lindquist

21 Years

Wilma J. West

20 Years

Marian Callahan  
Nancy J. Thompson

14 Years

Odell Ashburn, Jr.

13 Years

Henrietta E. Logan

## Lost and Found

The NSA Customer Service Centers (CSCs) are the central collection points for items that NSAers find. Representatives enjoy reuniting owners with their property. Lost something at one of the NSA buildings or parking lots—a scarf, glove, or watch? These and many more items have been turned in to the Lost and Found. On July 1, it will be time to clear the shelves and turn over items held for more than 6 months for disposition. Act now! Stop by one of the NSA CSCs to claim lost property or turn in something found.

## Picture This



Brigadier General Stephen A. Smith

**New Mobilization Assistant:** Brigadier General Stephen A. Smith, USAFR was appointed the Mobilization Assistant to the Director, NSA/Chief, CSS in March. He is responsible for assisting, representing, or acting for DIRNSA and managing the daily operation of the United States Cryptologic System.

General Smith received his commission from the Officer Training School at Lackland Air Force Base, TX. From 1988-94, he served as the Director, NSA Air Force Reserve Program. Prior to this assignment, he was the Mobilization Assistant to the Director, Defense Intelligence Agency.

General Smith is also the president of Bluebonnet Petroleum, an EXXON distributorship that supplies petroleum products to retail locations and commercial accounts throughout an east Texas marketing area. He also owns several EXXON-branded convenience stores.

For additional information regarding the United States Cryptologic System, contact General Smith at 963-1029(s), 301-688-5030, or via E-mail at sasmi13@nsa.