

**NATIONAL
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AGENCY** **NEWSLETTER**
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*Michael V. Hayden
Lieutenant General, USAF*

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Agency Events Celebrate Distinguished Career of Lt Gen Minihan

In March, the Agency honored Lt Gen Kenneth A. Minihan, former DIRNSA, on the occasion of his retirement with several ceremonies celebrating his distinguished career of service to the United States Air Force and the Agency.

A retirement open house, Thursday, March 11, in the Canine Suite, for Lt Gen Minihan and his wife Barbara drew a capacity crowd. NSAers congratulated the couple and wished them well on their journey into retirement.

General Minihan was also honored with a flag-raising ceremony on March 15, at Gatehouse 2A. SGM Colin M. Hodgen, USA,

the Director's Senior Enlisted Advisor, hosted the event. The ceremony included a Joint Military Formation, a

Joint Color Guard, and the 694th Intelligence Group Choir.

Later that morning, the Director's family, distinguished guests, and NSA/CSS employees filled the Friedman Auditorium for a formal retirement ceremony. The Honorable Dr. John J. Hamre, Deputy Secretary of Defense, spoke glowingly of



Lt Gen and Mrs. Minihan leaving NSA

Lt Gen Minihan's accomplishments and presented him with the Defense Meritorious Service Medal with one oak leaf cluster. Lt Gen Michael E. Ryan, USAF, Chief of Staff, United States Air Force presented him with the Air Force Distinguished Service Medal stating, "As a leader, General Minihan has held some of the most challenging assignments in the Air Force." Mrs. Minihan was presented with a certificate of appreciation and a bouquet of flowers.

Lt Gen Minihan opened his remarks by saying that he felt pride and a great deal of emotion on his retirement. He stated that he and Mrs. Minihan were

looking forward to the "wonderful opportunities and the great things we are going to do with our families now that we have some time." He added, "There is emotion, but not sadness, as we look to our next steps in the journey of life, and as we complete our service to the Nation."

The General bid his final farewell by stating on behalf of himself and Mrs. Minihan, "I hope that you will look back and find that we gave our all every day and left nothing in the 'locker room of life'—that we made a difference in an honorable and judicious manner."

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.

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

DIRNSA's Desk

It is a pleasure and honor to be appointed as the new Director, National Security Agency/Chief, Central Security Service. There is also a genuine sense of excitement that comes from joining a team with such a proud heritage and promising future.

First of all, I would like to take this opportunity to thank each of you for all that you do for our Nation's security. Your talent and your dedication are largely unknown to most Americans who enjoy the freedom that you help protect. Most are unaware of the jobs you do, working around the clock and the globe—sometimes making the ultimate sacrifice, as evidenced by the names etched on the memorial wall in OPS 2B.

NSA's reputation for having the best and the brightest in the fields of mathematics, cryptography, computer science, and a variety of other technical sciences is widespread. When I think about the intellectual and mathematical brainpower that comes to work here every day, I can recall the same intimidating feeling I experienced as a child when Mrs. Murphy introduced me to the times tables in the second grade. I'll state right up front, I am not a mathematician or a computer scientist, and I won't pretend to be one. I will be relying heavily on all of you who are. I am already quite familiar with the quality product that NSA provides for the Armed Forces, the Department of Defense, our national leadership, the Intelligence Community, and our Nation and its allies.

For most of the last 6 years, my family and I have been overseas, either in Germany or South Korea. My wife, Jeanine, and our three children—Margaret, Michael, and Liam, along with their families—have been a tremendous support throughout my career. I also know that the support of your families is a key ingredient to our success as an Agency. I'll do my best to make sure we consider our families in the decisions we will be making, for after all, protecting our families, our country, and our freedom is why we are here.

I have served at the Pentagon, the National Security Council, the Office of Secretary of the Air Force, and as Commander of the Air Force Intelligence Agency and Director of the Joint Command and Control Warfare Center. I know firsthand the importance of intelligence to the war fight and the critical value of what NSA provides to assure our Nation's security.

This brings me to the point of this message, and that is to assure each of you of the continuity of our course. When a new director comes and leadership changes, just as when the leadership of your targets change, everyone wonders if things will continue in the same direction. Questions arise, such as what will happen to the strategies and plans already in place? Will what has been successful in the past prove as fruitful in the future? Fortunately, the Agency has been preparing for and is quite familiar with the rapid rate of change in the world. All of you know that while resting on past accomplishments would most certainly prove fatal, building on them is the only formula for success.

Lt Gen Ken Minihan brought a great vision to NSA with the National Cryptologic Strategy for the 21st Century (NCS-21). All of you worked together to implement a number of changes critical to our success as the world's premiere provider and protector of vital information. Let me assure you of my commitment to continuing this successful plan.

NCS-21 and its implementation through the Unified Cryptologic Architecture and the National Information Assurance Strategy will provide NSA the direction to succeed in the 21st century. No one knows better than we do that information is a target, information is a weapon, and information is a place—a domain in which we operate. America will have to gain, exploit, defend, and attack in this information operations environment. We at NSA are inextricably tied to our Nation's information operations success. Make no mistake—this is a big fight for our future as an agency and as a nation.

It will be you, the NSA work force, that will provide the heart, soul, and muscle that will make it work. It will be your brainpower that will solve the plethora of challenges that face us, and it will be from your efforts, the best and brightest in this business, that America will maintain its superiority. As for me, I will work my hardest for and with you. I will do everything I can to see that our national and community leaders understand the importance of what we do. I will continue the fight for appropriate funding levels so that we don't have the ever-increasing dilemma of readiness versus modernization. Ultimately, my goal is no different than yours. I want to give all I can to provide the finest in defense and security for the Nation.

(Continued on page 4)

(Continued from page 3)

I enter this position right in the middle of our operations in Kosovo. You have seen the heightened level of security around our facilities and everyone has been asked to make changes because of operational necessity. I know that many of you are working extended hours to provide our piece of the war fight. Many of you are working to protect our own information and critical information infrastructure and all of you are contributing to the team effort. I want to thank each of you for your outstanding work during this critical time. This is especially important as we become more and more integral to the war—not merely a supporter, but part of the national team.

We know that our extraordinary efforts are not limited to military campaigns, peace-keeping exercises, and wars. The world environment demands constant vigilance to not only provide the best intelligence and protection during particular events, but also continued vigilance to avert and dissuade disaster from occurring. NSA has a long history of doing the impossible in service to the Nation while

serving in silence and that tradition will continue. As the world continues to become more complex, and in some ways more dangerous, we will continue to give our best. We know we can no longer identify our enemies geographically. We can no longer defend our Nation by only securing its physical boundaries. The threat is constant and our enemies can be anywhere in an instant. This defines our role and makes what we do even more challenging. Your bright past is the foundation on which together we will build the future that awaits us.

Thank you once again for all you do for the National Security Agency/Central Security Service, the Intelligence Community, and the Nation. May God bless us all in our challenges ahead.



Agency Welcomes New Director Lieutenant General Michael V. Hayden

Lieutenant General Michael V. Hayden, USAF, became the Agency's 15th Director on March 26. Lt Gen Hayden's previous assignment was Deputy Chief of Staff, United Nations Command (UNC), and U.S. Forces Korea (USFK), Yongsan Army Garrison, South Korea. He served as the U.S. member of the UNC Military Armistice Commission, and helped direct, coordinate, and integrate the actions of the USFK joint and component commands.

Lt Gen Hayden was born in Pittsburgh, PA, March 17, 1945. In 1967, he graduated from Duquesne University in Pittsburgh with a bachelor's degree in history; in 1969 he earned a master's degree in modern American history from Duquesne. As a distin-

guished graduate of the Duquesne University Reserve Officer Training Corps Program, Lt Gen Hayden entered active duty in the Air Force in 1969. Lt Gen Hayden began his Air Force career as an analyst and briefer for the Headquarters Strategic Air Command at Offutt Air Force Base in Nebraska. He graduated in 1980 from the Defense Intelligence School Postgraduate Intelligence Curriculum, Defense Intelligence Agency, Bolling Air Force Base, Washington, DC.

Subsequent duty assignments included air attaché, U.S. Embassy, Sofia, People's Republic of Bulgaria; Director for Defense Policy and Arms Control, National Security Council, Washington, DC; Director, Intelligence Direc-

torate, Headquarters U.S. European Command, Stuttgart, Germany; and Commander, Air Intelligence Agency, and Director, Joint Command and Control Warfare Center, Kelly Air Force Base, TX.

Lt Gen Hayden is a graduate of the Academic Instructor School, Air Command and Staff College, Defense Intelligence School, Armed Forces Staff College, and the Air War College. His awards and decorations include the Defense Superior Service Medal with one oak leaf cluster, Legion of Merit, Bronze Star, Meritorious Service Medal with two oak leaf clusters, Air Force Commendation Medal, and the Air Force Achievement Medal.

Lt Gen Hayden is married to the former Jeanine Carrier of River Grove, IL. They have three children, Margaret, Michael, and Liam.

Club Notes

Bibliophiles Book Club provides a forum for the discussion of literature—ancient and modern. Members read one book per month, then gather for discussion. Meetings are held the first Thursday of each month at a local library. The next meeting will be May 20 to discuss James Fenimore Cooper's "The Last of the Mohicans." For more information, contact the club coordinator, Brian Pilz (bspilz@nsa) at 410-854-6468 or Tim Heaney (tjheane@nsa).

Deep Sixers SCUBA Diving Club will hold its monthly meeting Thursday, May 20 at 7:00 p.m. in the Colony Seven complex, Building 9914, Clubroom 800. Upcoming trips include wreck diving in Delaware, May 1 and June 12; Lake Storm, West Virginia, April 10; Hatteras, NC in May; and quarry diving at Bainbridge most weekends. For more club information, contact the club vice president, Vince, at 301-688-2869.

Green Thumb Garden Club will sponsor a day trip, May 15 that includes lunch at the mansion and gardens in Winterthur, DE, plus a stop at Dover Downs. Cost is \$45 for club members and \$47 for nonmembers. To sign up for the trip or for information on joining the club, contact Kathy McBee at 301-688-8467 or Ellen Ross at 301-688-7074.

Hispanic Forum meets every month and offers an array of activities throughout the year. For information about the Forum's goals, activities, or how to join, subscribe to the Electronic Subscription Service ESS 1252

or contact Raul Pena (rpena@nsa). The Hispanic Forum's activities are open to all employees.

Parkway Chorale will present its Spring Program, May 24 and 25, at noon in the Friedman Auditorium. In honor of the centennial year of Duke Ellington's birth, the concert will highlight a selection of his songs.

Parkway Coin and Stamp Club will hold its monthly stamp meeting Thursday, May 13 at noon. The monthly coin meeting will be Thursday, May 27 at noon. Meeting locations will be displayed in the showcase opposite the OPS 1 Cafeteria entrance. 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 May include an arts festival in Ellicott City, the Bay Bridge Walk, a singles dance, dining out, a day trip to Atlantic City, NJ, "Wine in the Woods," Sunday brunch, a pot luck dinner, and a bike and hike outing. For more information, send your name, organization, and complete mailstop to SPARC, P.O. Box 635, Fort Meade, MD 20755.

Women and Men in NSA (WIN) will sponsor a jewelry sale May 26 and 27 and June 25 at FANX and June 1, 3, 22, and 23 at OPS 1. Proceeds will support the WIN scholarship and general fund. WIN will also host the Barbara W. Clark Undergraduate Scholarship Awards Breakfast June 2, from 8:00 to 9:00 a.m. in the Canine Suite.

CLA Film Festival

The Cryptolinguistic Association (CLA) Film Committee is proud to continue its popular film festival series with the 1999 Spring Show featuring the following films:

- ◆ "My Village at Sunset" (Khmer, 1992, 63 minutes)
May 17 and 25
11:05 a.m.-12:15 p.m.
- ◆ "Spices" (Hindi, 1986, 98 minutes)
May 18, 12:05-2:00 p.m.
May 26, 1:05 p.m.-3:00 p.m.
- ◆ "The Dumb Die Fast, The Smart Die Slow" (Thai, 1991, 110 minutes)
May 19 and 27, 2:05-4:15 p.m.

- ◆ "Shanghai Triad" (Chinese-Mandarin, 1995, 109 minutes)
May 20, 1:10-3:15 p.m.
May 24, 12:05-2:15 p.m.

- ◆ "The Horse" (Turkish, 1982, 116 minutes)
May 21 and 28
11:05 a.m.-1:15 p.m.

All films are subtitled in English. Showings will be held in the OPS 2B Conference Center, Room 2B4118-2, except for the May 20 screening of "Shanghai Triad" that will be shown in the Friedman Auditorium.

The movies are free and everyone is invited to attend. For more information, contact Drage Vukcevic at 301-688-1073 or dvukcev@nsa.

Asian Pacific American (APA) Heritage Month—Remembering APA Contributions in World War II

by the Office of Equal Employment Opportunity

Asian Americans faced special problems on the home front and in the military during World War II. After Pearl Harbor, many Americans viewed those of Japanese descent as the enemy. Angry, defensive, and afraid, they struck out at Japanese Americans living in their midst. Consequently, Japanese men had special difficulties enlisting in the service, and Japanese living on the west coast were forced into internment camps in early 1942. Despite the harsh treatment accorded Japanese Americans in World War II, 17,000 internees volunteered for military service. In total, more than 25,000 Japanese Americans proved their loyalty in uniform.

More than 6,000 second-generation Japanese Americans (Nisei) were trained as interpreters and translators at the U.S. Army's Military Intelligence Service (MIS) Language School, the forerunner of today's Defense Language Institute. Approximately 3,700 MIS linguists subsequently served in combat in every major military command (especially in the Pacific Theater), with every branch of service, and with Allied units in Australia, Burma, Canada, China, Great Britain, India, and New Zealand.

MIS Nisei interrogated Japanese prisoners and translated captured enemy documents and secret codes. Commanders at every echelon came to rely upon the valuable information only they could provide.

◆An MIS Nisei intercepted a radio message that Admiral Isoroku Yamamoto, Commander-in-Chief of the Japanese Combined Fleet and the man who conceived and planned the

attack on Pearl Harbor, was en route to visit front-line troops. An aerial ambush was successfully staged over Bougainville to intercept and shoot down his unarmed bomber and six escorting zeros. General Douglas MacArthur said this event was one of the most significant actions of the Pacific war.

◆A captured document known as the "Z Plan," Japan's master naval strategy for a massive counterattack against the Allied naval forces in the central Pacific, was translated by MIS Nisei translators. As a result, during the U.S. invasion of the Marianas in June 1944, the U.S. carrier fleet dealt a devastating blow to the Japanese forces. Hundreds of enemy aircraft were shot down in what has become known as the "Great Marianas Turkey Shoot." The Z Plan was deemed the most significant enemy document seized during the war.

◆MIS Nisei played a vital role in translating documents for the top secret Manhattan Project, America's nuclear bomb development program. They were also assigned to the Office of Strategic Service (OSS), the forerunner of the CIA, where they took part in psychological warfare with "Voice of the People," a radio broadcast beamed to Saipan and Calcutta.

Women MIS Graduates

In November 1944, a contingent of 51 members of the Women's Army Corps (WACs) began MIS training. This was the only group of women to graduate from the MIS at Fort Snelling, MI. The 1 Chinese, 47 Nisei,

and 3 caucasian WACs studied the same intense curriculum as the male students, except they were trained to serve as written-language translators rather than as interrogators or interpreters.

Japanese Americans

The 100th Infantry Battalion (IB) was composed of Nisei from the Hawaiian Territorial Guard. The War Department initially wanted to discharge these Hawaiian Japanese Americans, but the commanding general elected to form them into a separate combat unit.

Fourteen hundred Nisei soldiers of the 100th IB received training at Camp McCoy, WI and Camp Shelby, MS. Interestingly, it was at Camp Shelby where Second Lieutenant Yound Oak Kim, the only Korean American there, helped train and lead the Nisei soldiers into combat in Europe.

The 100th IB earned the nickname of the "Purple Heart Battalion," for sustaining heavy casualties during fierce fighting in the Italian campaign. Three hundred Nisei were killed in action and 650 were wounded. In June 1944, the 100th IB merged with the newly arrived 442nd Regimental Combat Team, which consisted of 2,500 Japanese Americans from Hawaii and 1,300 from the mainland internment camps. These soldiers fought bloody battles in Luciana, Livorno, the Arno Rive, and the Gothic Line in Italy and also saved the French town of Bruyeres in house-to-house battles with German troops.

The 442nd rescued the men of the "Lost Battalion," a unit of Texan sol-

diers surrounded by German troops in the French Vosges Forest. At the end of this campaign, the total number of Nisei casualties numbered more than 2,000 with 140 killed in action.

Soldiers from the 522nd Field Artillery Battalion of the 442nd served with the 45th and 63rd Divisions in Germany. The 522nd supported seven different divisions and, on April 29, 1945, were the first liberators to open the gates at the Dachau concentration camp. At Dachau, they expected an internment camp— instead, they found an extermination camp.

Heroes

At maximum strength, the combined forces of the 100th IB and 442nd numbered 4,500 men, yet in less than 2 years of combat, the soldiers were awarded more than 18,000 individual decorations, and the unit received 7 Presidential Unit Citations. The 442nd earned the distinction of the most decorated unit in United States military history. Their achievement did not come without a heavy price. Proof of their loyalty to America was given in life and limb with approximately 9,500 casualties, including 600 killed in action.

Chinese Americans

More than 20,000 Chinese men and women served in the military during World War II. In New York City alone, about 40 percent of the Chinese population was inducted, the highest of any national group. Because of the Chinese Exclusion Act, most Chinese Americans were males and were considered draft eligible since they had few dependents. In fact, most had dependent wives and children still in China.

Nevertheless, the majority of the Chinese were eager to enlist and serve.

Chinese Americans serving in every branch of the service saw ferocious fighting in every theater of the war as integrated members of many divisions.

Filipino Americans

Mass naturalization ceremonies were often held to change the status of Filipino "nationals" into U.S. citizens. Filipinos proudly served in the U.S. Army with the 1st and 2nd Filipino Infantry Regiments formed in California during 1942. In 1944, approximately 1,000 Filipino Americans were selected for secret missions. Many were ferried by submarines back to their Japanese-occupied homeland to contact anti-Japanese underground groups, gather intelligence, and engage in sabotage. When U.S. Forces landed in the Philippines in March 1945, they were joined by 14,000 Filipino guerrillas who had been fighting the Japanese with harassment raids. These jungle fighters also provided valuable intelligence via secret radio broadcasts.

Korean Americans

Many Korean Americans served as Japanese language instructors and translators. Some conducted propaganda radio broadcasts, and a few participated in underground activities in enemy-occupied areas of Asia. In Los Angeles, CA, 109 Korean Americans, one-fifth of the city's Korean population, joined the California National Guard. They formed the Tiger Brigade, which trained to defend the Pacific Coast against enemy invasion.

Information extracted from the fact sheet, Asian Americans 50th Anniversary of WWII Commemorative Committee.

APA Heritage Month Schedule of Events

Asian Pacific Food Selections, May 4 and 25, all Agency cafeterias

Acupuncture Demonstration, May 13, 10:00 a.m. to 12:00 noon, Headquarters Bldg., Room 9A135

Current Issues on North Korea, course TG-307, May 20, 8:00 a.m. to 4:00 p.m., OPS 2B, Room 2B4118-6

Improving Diversity Management: Understanding Anglo/Asians Patterns, May 21, 8:30 to 11:30 a.m., OPS 2B, Canine Suite

Keynote Speaker and Luncheon, May 26, 11:30 a.m. to 1:00 p.m., OPS 2B, Canine Suite

For further information on times and registration, check the EEO Home Page at <http://www.s.nsa/EEO/index.html>.

Episcopal Services

Episcopal worship services are held every month in the OPS 1 and OPS 2 complexes. The Holy Eucharist is celebrated at noon on the fourth Wednesday of each month and on selected holy days. For further information or to be included in E-mail notification of dates and locations, contact the Episcopal coordinator, Michael Cureton (mmcuret@nsa) at 963-5288(s) or 301-688-7843. For information on other religious services held at NSA facilities, contact the NSA Chaplain's Office at 963-4525(s) or 301-688-7605.

Honoring Those Who Serve

by Angeline Mitchell and Dale Carter

Honoring Those Who Serve, the theme for Armed Forces Week 1999, addresses what the work force can do to recognize and appreciate their coworkers in uniform. During the week of May 10-14, employees should take time to reflect on the freedoms preserved daily by those willing to "lay it on the line" for an ideal and for people they may never meet. It also means being proud to be a member of the United States Armed Forces.

At times, the essential mission that service men and women perform is overlooked. For example, in 1974, during the Democratic Senatorial primaries in Ohio, Senator Howard Metzenbaum challenged John Glenn, then a candidate for the U.S. Senate, regarding his qualifications to be a United States Senator. In a passionate exchange, Senator Glenn extemporaneously responded and provided an insight into *why* men and women in the uniformed services do what they do for a living.

John Glenn Responds

Howard Metzenbaum to John Glenn: "How can you run for Senate when you've never held a job?" John Glenn: "I served 23 years in the United States Marine Corps. I served through two wars. I flew 149 missions. My plane was hit by antiaircraft fire on 12 different occasions. I was in the Space Program. It wasn't my check-book, it was my *life* that was on the line. It was not a 9 to 5 job where I took time off to take the daily cash receipts to the bank. I ask you to go with me, as I went the other day to

a veterans hospital, and look those men, with their mangled bodies, in the eye and tell them they didn't hold a job. You go with me to any Gold Star mother, and you look her in the eye, and tell her that her son did not hold a job. You go with me to the Space Program, and go, as I have gone, to the widows and the orphans of Ed White, Gus Grissom, and Roger Chaffee, and you look those kids in the eye and tell them that their dad didn't hold a job. You go with me on this coming Memorial Day and you stand in Arlington National Cemetery where I have more friends than I'd like to remember, and you watch those waving flags, and you stand there and you think about this Nation, and you tell me that those people didn't have a job. I tell you, Howard Metzenbaum, you should be on your knees every day of your life thanking God that there were some men—*some men*—who held a job. And they required a dedication to purpose and a love of country and a dedication to duty that was more important than life itself. And their self-sacrifice is what has made this country possible. *I have held a job, Howard!*"

NSAers Speak Out

As part of this year's festivities, members of the planning committee asked NSA civilians and military members what "Honoring Those Who Serve" means to them. The following are some of their responses.

"Honoring Those Who Serve means conducting myself and ensuring that those around me conduct themselves

in a way that will ensure that generations from now it is still a source of pride and honor for parents to have a child in the military."

—TSgt Robert D. Jordan, USAF

"Possibly the best reason to serve, and serve well, is to preserve and honor the memory of those who gave their life for our freedom."

—CTR Mark Nash, USN

"Honoring Those Who Serve has historically been done wrong in the U.S. Usually there are parades, speeches, and maybe a picnic after all is said and done. But, Honoring Those Who Serve should be a "24-7" policy. It means taking care of your shipmates, at home and while deployed—especially while they are deployed. We honor those who served with monuments and with celebrations on Memorial Day and Veterans Day. We honor those who made the ultimate sacrifice with the same. We have movies to remind us of the horrors of war, but little to show what the peacetime service member endures to prepare. I did 24 years, and am proud to have served. My chest still swells with pride when those who served with me succeed. I try to honor those still serving daily since they are now the ones that prepare to go in harms way for us."

—Benjamin G. Davenport, CTIC
(NAC), USN (Ret.)

"To Honor Those Who Serve, we must honor those who served before us. They left us a legacy of pride, honor, and courage."

—SRA Erik D. Lyons, USAF

"As the daughter of a Vietnam vet, I feel privileged to have the opportunity to meet and work with so many

different members of the Armed Forces. The day I had the opportunity to visit the Vietnam Memorial with my father was the day I realized the sacrifices those who serve in the military make so that I can enjoy the freedoms I have. The members of the military will always hold a special place for me. I am grateful for the opportunity to show my appreciation by serving on the AFW Committee.”

—Kimberly M. Ryan, Secretary

“We thank you for preserving our freedom with your blood, sweat and tears. Saying thanks is the least we can do.”

—Scott F., MSgt, USAF (Ret.)

“To me, Honoring Those Who Serve means paying due respect and honor to the men and women in uniform, past and present, who volunteered or were drafted to serve this country and protect the freedom for which it stands. As long as we as a nation continue in this spirit, their proud heritage, sacrifices, and service to this country will continue to serve as a memorial to future soldiers, sailors, airmen, and marines—and they too will forever and always be glad to say “proud to serve.”

—LTJG Willie Washington, USN

“Being a retired member of the Armed Forces, I continue to honor and respect those who serve by being an active member of the Fleet Reserve Association. Many people do not understand the hardships and peril of military life, therefore, they do not give military members the honor and respect they so rightfully deserve.”

—Jack Wainio, CTTC, USN (Ret.)

“All individuals should look at these four words, Honoring Those Who

Serve, and reflect on what our world would be like without the men and women of the United States Military.”

—SSgt Dave M. Kaleel, USAF

“Honoring Those Who Serve means insuring that the sacrifices of those who serve are neither belittled nor forgotten. Honoring Those Who Serve means paying the proper respect due *anyone* who is serving or has served in the military. We all know the sacrifices we’ve made—from a deployment to Haiti, to remote tours in Korea, Alaska, and Kuwait, from nonstop shift work, to recall drills, wartime exercises, not being able to spend time with our families, to the ultimate sacrifice—unselfishly giving one’s life or limb for our country.”

—SFC M. J. Price, USA

“Honoring Those Who Serve is to recognize how so many different races, religions, and beliefs are willing to give the ultimate sacrifice, without hesitation, for one cause—freedom.”

—SSgt David Johnson, USAF

“I have had the opportunity of living overseas on a military base. To me, Honoring Those Who Serve is a very personal matter. I have seen men and women in uniform on the front lines. I have seen the sacrifices they make to preserve our freedom. I am grateful to take time from my schedule to help plan a week where we can all say thanks to the men and women who serve us so faithfully without complaint.

—Dale Carter, Armed Forces Week Planning Committee

For times and locations of AFW events, check the AFW HomePage at <http://www.s.nsa/ds/afweek99/>.

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FEGLI Update

The open enrollment period for the Federal Employees Group Life Insurance (FEGLI) began on April 24, 1999 and will end on June 30, 1999. Enrollments or changes made during the open enrollment period will not be effective until the first pay period on or after April 23, 2000, which follows a pay period during which an employee is in a pay and duty status.

Public Law 105-311, the Federal Employees Life Insurance Improvement Act, expands the FEGLI program to offer greater choice of coverage. Public Law 105-311, enacted on October 30, 1998, made several major changes to

the FEGLI Program. More information on open enrollment and changes is located on the Retirement and Insurance Services Webpage at <http://www.s.nsa/retirement/index.html>

The following changes to the program:

- ◆ provide an open enrollment period (April 24, 1999 to June 30, 1999),
- ◆ increase available Option C coverage to up to five times the current amounts for spouse and dependent children,
- ◆ allow for the election of unreduced Option B at retirement,
- ◆ allow for the election of unreduced Option C at retirement,
- ◆ allow coverage of grandchildren and foster children under Option C,
- ◆ eliminate the maximums on Basic and Option B,
- ◆ allow for the portability of Option B upon separation or when coverage runs out while in a non-pay status,
- ◆ provide a remedy for the erroneous enrollment in the FEGLI Program,
- ◆ provide for direct payment of premiums when pay is insufficient to cover withholdings, and
- ◆ direct the Office of Personnel Management to study other life insurance alternatives for Federal employees.

For more information, individuals may call their personnel representative or the Retirement and Insurance Services Office at 982-7950(s) or 410-854-6188.

New Career Planning Workshops

Career development is an individual responsibility. Find out what options are open in the near, medium and long term. Employees concerned about preparing an Employee Promotion Assessment (EPA), writing a technical track application, or finding a mentor should attend the Operations Directorate (DO) Career Development Month—a series of briefings, workshops, and panel presentations designed specifically to help employees chart their future.

- ◆ Try the drop-in EPA Editing Workshop (May 19, 12:00 to 2:00 p.m., OPS 1, Room 2W081). Experts will review employees' EPAs and offer suggestions.
- ◆ Learn the secrets of "How to Write an Effective Technical Track Application" at a 2-hour workshop giving by a leading Technical Track Review Panel member (June 17, 1:00 to 3:00 p.m., OPS 1, Room 2W081).

- ◆ If considering a management position, explore "Why Would Anyone Want to be a Branch Chief?" (May 18, 11:00 a.m. to noon, OPS 1, Room 2W081).
- ◆ Get personalized career advice and find a mentor at the Mentor Fair (June 7, 11:30 a.m. to 1:30 p.m., OPS 1, North Cafeteria).
- ◆ Discover tips on getting necessary training by attending "What the ITP Means to Me," or "How to Get the Training You Want" (June 11, 1:00 to 2:00 p.m., OPS 1, Room 2W081).
- ◆ Receive motivational advice in "Keys to Personal Success," an inspirational talk by an NSA senior executive (May 20, 9:00 to 10:00 a.m., OPS 1, Room 2W081).
- ◆ Learn how to cope with change at a workshop from the Employee Assistance Service (May 26, 1:00 to 2:00 p.m., OPS 1, Room 2W081).

- ◆ Hear ideas on crafting award write-ups in "Award Write-ups that Sizzle" (June 4, 9:00 to 11:00 a.m., OPS 1, Room 2W081) or "How to Write Effective Military Award Recommendations" (June 1, 1:00 to 2:30 p.m., OPS 1, Room 2W081).

Other topics will include "How to Keep Career Development from Stalling While You're on Shiftwork," "Where Does a PCS Fit into Your Career?," "What Do Promotion Boards Really Want to See?," and "Getting It All Done."

A complete schedule is available at <http://www.do.nsa/Training/THAT/cdm.htm>. While some sessions are targeted for supervisors, military or technical personnel, everyone is welcome and no registration is necessary.

Career Development Month is sponsored by the DO Office of Human Resource Development and Training. For additional information, contact the Skills Development Team at 963-7712(s) or 301-688-4833.

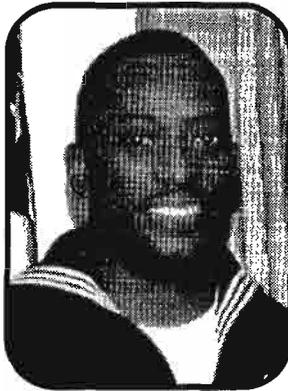
Awards

DIRECTOR'S DISTINGUISHED SERVICE MEDAL



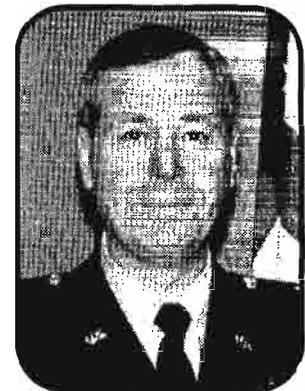
Francis B. Curley

JOINT SERVICE COMMENDATION MEDAL



Steve R. Pauling
MS1/USN

DEFENSE SUPERIOR SERVICE MEDAL

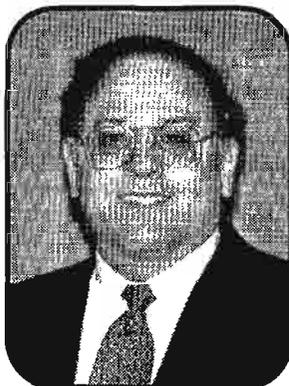


Roderick J. Isler
BG/USA

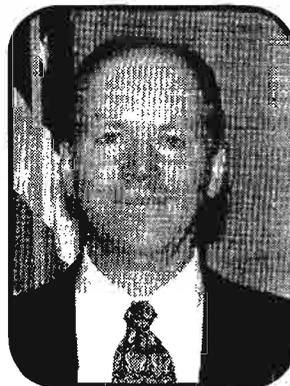
MERITORIOUS CIVILIAN SERVICE AWARD



Thomas J. Byczkowski



Stephen A. Kramer



Garland W. Lewis

RETIREMENTS

41 Years
Ronald F. Marshall

37 Years
John M. Ferrone
Thomas B. Kirkpatrick

35 Years
Gary W. Winch

34 Years
George E. Alberts
Martin J. Reville, Jr.

32 Years
Frederick O. Gates

18 Years
Ann M. Hildebrand

15 Years
Barbara M. Guido

"Take Stock In America"—1999 U.S. Savings Bonds Campaign

The Agency began its annual U.S. Savings Bonds Campaign on April 21. The campaign ends May 19. Now is the time to decide "Am I a spender or a saver?" Savings Bonds provide a good means of saving for future financial goals—a home, a new car, a college education, or security in retirement. The only way to reach these goals is to begin saving now and regularly.

The Agency's payroll deduction plan allows for easy deduction for the purchase of Series EE bonds. Savings Bonds do not require a large sum of money to get started—just a small fixed amount set aside each pay period through automatic deduction. Investing does not have to strain budgets or drain pockets.

Individuals purchasing the Series EE bonds now earn 90 percent of 5-year Treasury yields from the start. New interest rates are announced every May and November. That is the bond interest rate for the following 6 months. These rates are now compounded monthly rather than semiannually.

New Bonds

Although the Series EE bond is still available, this year is exciting for the Treasury Department because of the introduction of the Series I bond. The Series I bond was introduced in September 1998 and bonds totalling more than \$2 million have already been sold. Although there are many advantages to purchasing the Series I bond, there are also attractions to the Series EE bond.

The new Series I bond was designed for investors seeking to protect the pur-

chasing power of their investment along with a guaranteed real rate of return. The earnings rate of Series I bonds is a combination of two separate rates—a fixed rate of return and a variable semiannual inflation rate.

The fixed rate remains the same throughout the life of the Series I bond, while the semiannual inflation rate can vary every 6 months. The fixed rate of return is announced by the Treasury Department every May 1 and November 1. The semiannual inflation rate is also announced on May 1 and November 1 but is based on changes in the Consumer Price Index for all Urban (CPI-U) consumers, which is reported by the Bureau of Labor Statistics.

Unfortunately due to Y2K compliance issues, the Agency's payroll system will not be able to accommodate the purchase of the Series I bond for this year's campaign. However, the Series I bond may be purchased at local banks, the NationsBank in OPS 1, and the Tower Federal Credit Union. For more information on the Series I bond, contact a campaign canvasser.

Why Buy Bonds?

- ❖ Easy to buy—especially through payroll deduction.
- ❖ Safe and secure—Savings Bonds are backed by the full faith and credit of the United States.
- ❖ Earned interest—exempt from state and local taxes and may be deferred from Federal tax until the bond is cashed.
- ❖ Gifts—always fit and are never returned.

- ❖ Half price—Series EE bonds are purchased for half their face value.
- ❖ Good for America—when employees invest in Savings Bonds they help finance the country's needs.

Bonds for Education

People have been using Savings Bonds to help finance the cost of higher education for more than half of a century. The benefits of regular savings, deferral of Federal income tax and exemption from state and local income taxes, combine to make bonds a good choice for any long-term savings goal, especially education.

The Education Bond Program is designed to assist lower and middle income Americans finance a student's post-secondary education. If all conditions are met, interest earned on Series EE bonds purchased on or after January 1, 1990, is eligible for a special Federal income tax exclusion when the bond-redemption proceeds are used for certain higher education expenses.

Web Information

Additional information regarding Savings Bonds can be found at <http://www.fanx.s.nsa/usbonds> to include:

- ❖ current rate information;
- ❖ frequently asked questions;
- ❖ Savings Bonds redemption tables; and
- ❖ a list of key workers, coordinators, and canvassers by organization.

For those with access to the INTERNET, visit www.savingsbonds.gov for additional information.

P3 Update

by Terry Thompson
Deputy Director for Support Services

In support of NCS-21 and NSA's human resources goals, the Agency implemented a marked change in the employee performance rating program and established the Personal Performance Process (P3).

The P3 was designed to integrate performance management and career development and to afford each employee the opportunity to plan, evaluate, and share control of their career. Employees and their raters work together to establish meaningful and achievable work objectives. The raters are responsible for helping employees meet their performance goals and improve their skills through coaching and mentoring.

Mark Your Calendar

May 17-21 Signals Analysis and Development Conference

This conference provides a platform to exchange technology and signals analysis work through a series of briefings, open discussions, and working groups. To register, visit <http://www.z6.z.nsa/sadc/1999/enroll.html>.

May 26 Lunch N' Learn

Ms. Susan Reimer, writer for *The Baltimore Sun*, will present "Not Exactly What I Had In Mind" in the Friedman Auditorium, from 11:30 a.m. to 12:30 p.m. Hear how one mother juggles her many daily commitments. To register for this lecture, visit <http://www.s.nsa/ERS/worklife/events.html>.

A year has passed since full implementation of the P3 began. The evaluation process has started and one-third of the work force has received a final evaluation. While reviewing preliminary data, some trends were discovered. For personnel who completed a P3 cycle, an overall average rating of 3.9 was achieved.

By key component, the averages ranged from 3.7 to 4.0. These initial results are not surprising, considering NSA's history of inflated performance ratings. However, the goal in this process is to achieve an average rating in the "met objectives" range of 3.0 to 3.5. As more data is collected and evaluated, there will be a better grasp on what these numbers really mean.

The results to date are encouraging and everyone is to be commended for contributing to the success of this effort and the great strides made in instituting this new process. Even managers with imperfect people skills are functioning as mentors in ways they never have before. It is obvious that considerable communication has occurred between employees and their raters—this trend needs to continue.

However, as with any new process, there are some rough spots to be worked through. While NSA has a gifted work force, raters need to take a hard look at those employees that "truly" exceed their objectives and warrant the higher evaluations that are seen. Common sense dictates that not everyone can be above average.

Through continued commitment and attention to this process, Agency leaders, managers, supervisors, and employees will realize the benefits of P3—improved organizational performance and consistency in the performance management process.

Thrift Savings Plan Rates Through March 1999

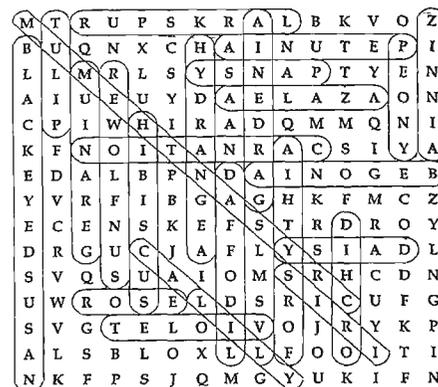
Months	C	F	G
1994	1.33%	(2.96%)	7.22%
1995	37.41%	18.31%	7.03%
1996	22.85%	3.66%	6.76%
1997	33.17%	9.60%	6.77%
1998	28.44%	8.70%	5.74%
1998			
April	1.00	.52	.49
May	(1.72)	.95	.51
June	4.05	.85	.48
July	(1.09)	.21	.49
August	(14.47)	1.66	.49
September	6.33	2.36	.44
October	8.19	(.52)	.41
November	6.04	.56	.42
December	5.76	.30	.43
1999			
January	4.19	.71	.42
February	(3.09)	(1.74)	.38
March	3.99	.54	.47

Last 12

Months 18.36% 6.50% 5.56%

Percentages in () are negative.

ANSWERS TO THE MAY PUZZLE



Paul Derthick's Headline Puzzleby Larry Gray

The following are all headlines from recent daily newspapers. Each of the five headlines is a different letter-for-letter substitution. All five are derived from the same mixed alphabet at different settings against itself. For Paul Derthick's explanation of how to do the Headline Puzzle, visit the Newsletter HomePage at <http://www.fanx.s.nsa/newsletter/>.

1. KPYNTKA' ABPYHTO RIL VFLTA AIUUTK MY HEAA BF UHOTKA
2. CFKR ANLRXQ YANMC KN ANMDA YRQKFLDA FW KPR QCG
3. DYMIQBC GN QMIG NYCSB QFGIG'B QFKOROGYB DSQJB
4. WJEHCFBJN YFWRJPC YFCHEZUF JP VRNF HV CUYJOFC HP OHCHBH
5. SLNO FENLDX LHH DLLMOA ZJCSO FL DZA LTON A.E. TLFONX
Answer will appear next month.

Answer to April Puzzle:

1. LENIN FINDS NEW HOME IN LOBBY OF MOSCOW PLANET HOLLYWOOD
2. MIKE TYSON HAILS MILD TEMPERMENT AS KEY TO HIS SUCCESS
3. NEW PROTECTION FOR WORLD FROM ASTEROIDS: PREPARATION A
4. PANIC SWEEPS WALL STREET AS GREENSPAN HICCUPS DURING LUNCH
5. REDESIGNED DOLLAR BILL TO FEATURE IMAGE OF TELETUBBIES
Setting: CHASE Key: BELUSHI Hat: AYKROYD

A Floral Bouquet

Hidden below are the names of 25 flowers. The words read in any direction and any letter may be used more than once.

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

In Memoriam

Ralph M. Hergert, Sr., a former engineering specialist in the Technology and Systems Organization, died March 9 of cancer. He was 73.

Prior to joining the Agency, Mr. Hergert served with the U.S. Navy. He retired in 1983 with 37 years of Federal service.

Mr. Hergert resided in Escondido, CA. He enjoyed ham radios.

Two sons, Ralph, Jr. and Dennis; four grandchildren; and three great-grandchildren survive Mr. Hergert.

Stanley A. Mocarsky, a former supply specialist in the Support Services Organization, died February 16 of cancer. He was 58.

Prior to joining the Agency in 1979, Mr. Mocarsky served with the U.S. Air Force.

Mr. Mocarsky was a native and resident of Baltimore, MD.

His wife, Patricia; a daughter, Kimberly; and a son, Stanley, Jr., survive Mr. Mocarsky.

Peter A. Sievert, a former staff chief in the Operations Organization, died February 22 of a massive heart attack. He was 63.

Prior to joining the Agency, Mr. Sievert served with the U.S. Air Force. He retired in 1990 with 30 years of Federal service.

Mr. Sievert most recently resided in Berlin, MD. He enjoyed travel.

Two sons, Michael and David; and five grandchildren survive Mr. Sievert.

In Appreciation

My family and I would like to express our deep appreciation for the many cards, calls, and flowers following the recent death of my husband, Andy. Your overwhelming support,

prayers, and sympathy went beyond anything we could have imagined and help us to cope during this very difficult time. Your kindness and thoughtfulness will always be remembered.

—Donna Arenth and Family

Arlene and I would like to thank everyone for their support, comfort, cards, and prayers upon the death of my father, Patrick John Barry. My family and I would like all to know that your concern and kind words go a long way in helping us during this difficult time.

—Michael D. Barry

My family and I would like to thank everyone who shared in the celebration of my 40 years with the Federal government. It certainly reminded me of how fortunate I am to be working with so many wonderful people. Thanks again.

—Roger Beliveau

My family and I would like to thank our friends and coworkers for their many expressions of sympathy following the death of my father. Your kindness and thoughtfulness will always be remembered.

—Dale E. Crotty

I wish to express my appreciation to my friends and colleagues at NSA for their kind expressions of sympathy and thoughtfulness following the loss of my father, Michael.

—Frank Curley, Sr.

Once again, you supported me in a crisis. Sharing your leave was a blessing. I am grateful for continuing to be in your prayers, and receiving cards and phone calls. One of the best experiences for me was to work in different buildings. It enabled me the

opportunity to meet a world of wonderful people, whom I will remember and secure a place for in my heart. May God bless and keep you.

—Doratheia Demby

I would like to express my heartfelt thanks to my colleagues and friends for the cards, calls, visits, and prayers during the illness and “home-going” of my best friend and beloved mother, Thelma Harris. She was a very unselfish person during her lifetime and at her death wanted her body donated to medical science for research and education. I have been amazed at the outpouring of love and caring at this most difficult time. She will be missed, but we will meet again.

—Todd Hammel

My family and I would like to express our thanks for your thoughts, prayers, cards, and memorials upon the death of my mother, Eileen Maher. Your support during this difficult time was very comforting and greatly appreciated.

—Diane Saukas

My family and I deeply appreciate the warm words of consolation, beautiful cards, hugs, and caring support of many of you upon the recent death of my sister, Merry V. Huguley. Merry was more than my sister—she was my trusted confidante, my dearest friend, and the baby sister I always looked up to. She gave so much of herself to others through her tireless work with Hospice, the Ohio AIDS Coalition, and her church, where she served as a deacon. Your contributions to the Ohio Aids Coalition in her memory honor her gifts to others. Thank you—I’ll always be grateful for your kindness in this difficult time.

—Pam Vestal

My family and I would like to express our gratitude for the many expressions of sympathy and support we received following the recent death of my mother. The cards, flowers and visits were a great comfort to us at this difficult time. Your thoughtfulness will always be remembered.

—Diana Smith and Family

My family and I would like to express our gratitude to our Agency friends for their support during the illness and death of our husband and father, Jim “Wiz” Wisniewski. The concern, respect, and love expressed for Jim from those associated with him during his NSA career was a source of strength that helped sustain us during this difficult time. Special thanks to Pete and Mark, NSAers, who moved so many hearts with their loving words and truly expressed what “Wiz” meant to all of us.

—Deborah Wisniewski and Family

Retirements

I would like to thank all my friends and coworkers for sharing in my retirement ceremony and luncheon. The outpouring of love was overwhelming and it was gratifying to see some of you who I met on day one and some of you whom I met only a few months ago. Thanks also, to those who telephoned and sent cards and E-mails to wish me well. I will carry into retirement fond memories of all of you and my many experiences at this great agency. Special thanks go to Sandi, Kim, Millicent, and Marlou who helped with the luncheon details. God bless you all.

—Stella Adams

Thanks to everyone who attended my retirement party. The turnout of friends and coworkers made it an unforgettable event. Special thanks to Suzanne for organizing the event and to Charlie, Andy, Ernie, Paul, Roman, and Chuck for their kind words. I know I will miss you all.

—Joe Barney

After almost 19 years at NSA, I've made a lot of friends—I miss you all. Our work paths may cross some other time. I especially want to thank Terry for arranging my luncheon. Thanks also to everyone that came to say "good-bye and good luck." It was nice to see you all again. Take care.

—Rose Casto

Words cannot express the gratitude I feel to all the people at the Agency during the past 28 years. A special thank you to those who planned and took part in my retirement farewells, especially the memorable "reunion" with good friends from the past and present. It has truly been a privilege and a pleasure to know all of you, and I hope to continue to keep in touch. I wish the very best to all of you. Many, many thanks.

—Jean Hobbs

My sincere thanks to everyone who helped make my 24-year NSA career challenging and rewarding. I met many wonderful friends over the years. Thanks to Judith for hosting a superb retirement luncheon with my family and friends. Doug and Frank did a spectacular job of presenting the retirement gifts for my service to NSA. Thanks to Stacy for the special luncheon with my last Agency organization. So many acts of kindness were shown to me, I'm forever grateful. Stay in touch.

—Vera J. Price

Tips for Completing P3 Final Evaluations

As a part of the People Program, the Personal Performance Process (P3) has been implemented throughout the Agency. In fact, many employees are now receiving final evaluations under P3. The focus of this article is to provide some useful information and tips for completing final evaluations.

P3 final evaluations are very important to the employee, rater, and the organization. Raters should take the time to properly complete the process. The rater and employee should discuss the overall performance and accomplishments against the objectives. Obtaining the employee's input is very important and actually helps the rater to draft the summary information for the final evaluation.

The summary information should contain the employee's accomplishments and should support the rating given. It is critical to document the performance in these summary blocks. Remember, promotion boards only see the summary information, not the numerical ratings. When drafting the final evaluation, raters should ask themselves:

- ◆ Is the performance evaluation clear, honest, and accurate? Is it truthful?
- ◆ Are actual accomplishments and results included?
- ◆ Is the evaluation of the employee consistent with the feedback provided during the mid-cycle and throughout the rating period?
- ◆ Were any rating error traps overcome?

Remember the errors that were discussed in P3 training? Following are a few common rating errors (refer to the P3 Training Booklet for other rating errors and more information).

- ◆ "Contrast effect" is the tendency to evaluate people in comparison with other individuals rather than against the standards for their job.
- ◆ "Recency effect" is the tendency to allow minor recent events to have more influence on the rating than more substantial events that occurred earlier in the rating cycle.
- ◆ Halo/horns effect is when a rater inappropriately generalizes one aspect of an individual's performance to all areas of that person's performance.
- ◆ "Similar-to-me effect" is the tendency of raters to rate people who resemble themselves more highly than they rate others.

After the evaluation is drafted, it goes to the reviewing official. The reviewing official may discuss the evaluation with the rater and may make recommendations for changes.

Once the reviewer has acknowledged the evaluation, it is returned to the rater to either modify or submit. At this point, the rater should present the evaluation to the employee.

If the rater wants to make any changes after discussing it with the employee, they may do so before submitting the evaluation (but it must be routed through the reviewer again).

If there are no changes, the rater should then submit the final evaluation in the P3 system. Once the evaluation is submitted, the employee may view it online, make comments to the evaluation, and generate a promotion board appraisal to include in the promotion file.

For more information, contact the P3 Team at 982-7875(s) or patf@nsa. Subscribe to HR ONLINE (ESS 763) for tips and information on P3.