

NATIONAL
SECURITY
AGENCY

NEWSLETTER

Volume XVII, No. 7

July 1999

STRESSED to
the MAX??

*Take Time to
Relax!*

Inside This Issue:

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Picture This

NSA Call Center—A Merger for the Future: The Technology and Systems (DT) and the Support Services (DS) Organizations agreed in February 1998 to develop a new NSA Call Center (NCC) to provide telephone and electronic access to Agency products and services. The goal was to provide a convenient gateway for one-stop shopping for all DS and DT services. The concept of the NCC is to expand, improve, and simplify customer access to all NSA services and



NCC CSRs, Bill Mariano and Gary Carter assisting customers

become a premier call center in the U.S. Government with expanded and improved customer service across the Agency. Among the benefits achieved by this partnership are: combining resources to capitalize on technological solutions; saving customers and service providers time; partnering to enhance levels of performance in measurements, evaluation, marketing and training; and offering career-broadening experiences for all customer service representatives (CSRs).

When Agency employees call the NCC, a friendly, competent CSR will help achieve the desired results. The CSRs are committed and accountable to ensuring timely responses and quality feedback on behalf of DS and DT. The NCC's future is to provide a single tracking system for all customer requests and to achieve realistic benchmark due dates from service providers.

The NCC is located in OPS 1, Room 1W070 and can be contacted at 963-6600(s) or 301-688-6600. Customers may also access NCC services via E-mail at support@nsa or service@nsa. The NCC's CSRs are Accessible, Supportive, and Knowledgeable—Just ASK



Frank Ringley, Chief NCC, discusses the role of the center with DIRNSA

Celebrate Your Freedom—Law Day 1999: Law Day, an annual celebration, began in 1958 when President Eisenhower established Law Day U.S.A. to strengthen the Nation's heritage of liberty, justice, and equality under law. In 1961, Congress designated May 1 as the official date for celebrating Law Day. This year's Law Day theme, as established by the American Bar Association, was "Celebrate Your Freedom." The NSA Office of General Counsel (OGC) sponsors annual events in honor of Law Day, and this year's celebration was highlighted by the annual OGC open house, held May 4, and the Law Day luncheon, held May 6.

In 1994, the OGC established the "Intelligence Under Law Award" to honor an individual who has contributed to advancing the rule of law not only at NSA, but throughout the Intelligence Community. The recipient is selected by DIRNSA, in coordination with the CIA and Department of Defense General Counsels. This year's awardee was Daniel B. Silver, a former NSA and CIA General Counsel.

Mr. Silver's service to NSA came at a time when the future of the Intelligence Community was uncertain. Former NSA Director, Admiral Bobby R. Inman, USN, hired Mr. Silver from the private sector in 1978 as a first step in the strategy to eliminate the perceived abuses by intelligence agencies against the rights of Americans as identified by Congressional investigative committees in the 1970s. Mr. Silver led NSA into a new era of increased Congressional and Executive Branch oversight.

Mr. Silver was instrumental in shaping key legislation, including the Foreign Intelligence Surveillance Act and the Classified Information Procedures Act, both of which remain critical to performing and protecting NSA's mission today. In addition, they provided a foundation for protecting NSA's intelligence sources and methods. Mr. Silver's intellect, enthusiasm, creativity, and leadership had a lasting impact on NSA and the OGC.



Mr. Robert Deitz, OGC, Mr. Daniel B. Silver, Awardee, and Ms. Barbara A. McNamara, Deputy Director

DIRNSA'S DESK



Patriotism and Freedom

Traditionally, Americans celebrate Independence Day by vacationing or enjoying baseball, backyard barbecues, and fireworks. However, the Fourth of July holiday is a reminder that all of us enjoy the freedom to celebrate our independence because of the sacrifices of those who served so valiantly to protect the Nation and preserve our freedom.

Those people were true patriots. Webster defines patriotism as "the love of one's country." This July, I encourage each of you to reflect upon the meaning of patriotism and the price of freedom.

We are facing many new adversaries as we forge into the next century. Their threats serve as a painful reminder that though our challenges may change, our basic mission and core values must remain fixed, determined, and inviolable. The men and women of NSA/CSS, and all who serve our country, fight daily for the principles of democracy and freedom at home and abroad. We must continue this fight.

This Independence Day, as we watch the fireworks, let's remember those who have served, those who now serve, and especially those who have given their lives. Let's also pledge to do our part to ensure that independence and freedom are never taken for granted, always appreciated, and enjoyed for generations to come.

Michael V. Hayden

William Gleaves and the Capture of Lothar Witzke

by Dr. David Bisant

For a generation, Americans have lived in a relatively safe and stable world, the continent secured by the protections the Nation has provided them, but times were not always like this. The period of 1914 to 1918 was a time of world conflict, where armies collided, assassins and saboteurs terrorized all continents, and shreds of information could kill or save hundreds.

During that time of intrigue and conflict, walked the double agent, William Gleaves. Few would tread as effectively through that shadowy period of espionage. It is not known how many American lives he saved, nor how many German attacks he foiled. This article will address primarily his role in apprehending the German spy, Lothar Witzke, considered to be one of the deadliest saboteurs in history.

Background

When World War I broke out between Germany and the Allied Nations of France and Great Britain in 1914, the vast resources of the then neutral U.S. were recognized as a strategic reserve capable of tipping the balance of power in favor of the side that could obtain them.

British sea power prevented Germany from taking advantage of the American market. Hence, if Germany could not benefit from the American resources, it would try to prevent them from reaching its enemies. Germany accomplished this partly through submarine warfare directed at merchant shipping and by launching a campaign of destruction

against American shipping terminals, munitions plants, and storage depots using a network of spies and saboteurs. Arson and explosives were used to destroy buildings and structures.

This period saw the first use of modern biological warfare. The Germans had secret laboratories in Silver Spring, MD and carried out sophisti-



German spy Lothar Witzke

cated attacks using the disease organisms of anthrax and glanders against mules and horses awaiting shipment to the Allied countries. America was especially vulnerable to the saboteurs as it lacked a counterintelligence unit. The entire Military Intelligence Service (MIS) consisted of three people with a total budget of \$11,000.

When America entered the war in 1917, the MIS was enlarged considerably, both in personnel and operational funding. The British Secret Service also provided their experience to the newly enlarged organization. A volunteer network of 250,000 patriotic Americans was recruited into the

American Protective League to guard against spies and sabotage agents.

Upon America's entry into the war, Germany's sabotage campaign was redirected toward military spying, political disruption, and labor agitation. Their base of operations also shifted to Mexico. By war's end, hundreds of American civilians, mostly women and children, had been killed by the saboteurs. More than \$150 million in real property was destroyed according to accounting figures at the time (\$2.5 billion in 1998 dollars).

Gleaves

William Gleaves, the aforementioned double agent, was born in 1870 to a black family as a British subject in Montreal, Canada. He grew up in Pennsylvania, then moved to Mexico City in 1893. During the war, he was employed by British Naval Intelligence Services to gather information about German activities in Mexico. To this end, he succeeded in getting recruited into the German Secret Service.

On instructions from his German superiors, Gleaves joined the American labor movement as an agitator. So remarkable were his efforts to infiltrate the higher echelons of the labor organizations, he was quickly put to work on other missions in the U.S. He was instructed to make contact with enlisted soldiers and attempt to work up a revolt among them. Gleaves traveled into the U.S. on this mission and returned to Mexico after a few weeks. He reported to the German Consul that he had made some progress, but would need help on his future trips. His request for help, actually an attempt to lure German spies into the open where they could be apprehended, was answered. Gleaves

was instructed to accompany the known master spy, Lothar Witzke, to America. Witzke had made numerous trips into the U.S., posing as a Russian named Pablo Waberski. He was very active in carrying out espionage and sabotage. Another spy recently placed on the German payroll named Altendorf accompanied them.

The three traveled to the U.S. by boat and train. During this trip, many opportunities arose for drinking and talking. Witzke was overly confident and boasted of his past exploits and his present secret mission. He claimed that he was going to the U.S. on an assassination mission but provided no further details. He also informed his two companions that he had blown up the Mare Island munitions depot near San Francisco, CA. He bragged that 16 lives had been lost, including 6 children. Witzke also claimed to have blown up several munitions barges in New Jersey and to have caused fires in Oregon logging camps.

During a stop in Mazatlan, Mexico, word was secretly sent through the American Consul to U.S. agents in Nogales, AZ that German spies were expected to arrive shortly to carry out an assassination. The agents were told to use care as one of the spies was dangerous. Five additional German spies joined the trio before they reached the border. Altendorf's only reason for going along was to introduce Witzke to General Calles of the Mexican Army when they reached Hermasillo. (The Mexican Government was pro-German at the time.) General Calles was to provide Witzke and Gleaves protection while in Mexico. Accomplishing his task, Altendorf left the group and proceeded to Nogales on his own.

Witzke's Arrest

Witzke was not arrested when he arrived at the border and crossed into Nogales. The American agents observed that he had left his luggage in Mexico, and they wanted an opportunity to apprehend him with it. After a day passed and he still had not retrieved his bags, he was arrested. On his person was hidden \$1,000 in American currency and gold. He also carried numerous love letters from various women. His cover papers, portraying him as a Russian émigré, were detailed forgeries that included passports, drivers permits, and licenses to carry a pistol. However, the American agents made their biggest find when they crossed into Mexico and, by a little "greasing of palms," managed to take possession of Witzke's luggage. In it they found a coded message and a cipher table.

Unfortunately, the cipher table failed to decode the letter. The table and letter were sent to Military Intelligence in Washington, DC for expert examination by the Cryptographic Bureau, then headed by Captain Yardley.

Gleaves, who was separated from Witzke in Nogales, did not know he had already been arrested. He had hoped to hand over both Witzke and Altendorf to the Americans. To facilitate this, he had secretly arranged for a meeting with the American Consul. At the meeting, he was informed of Witzke's arrest and was able to debrief American officials regarding their plans to cause disorder in the U.S. They were to instigate racial and labor unrest to bring about strikes and uprisings. They were also instructed to blow up mines, industrial plants, transportation systems, and communication facilities. Unfortunately,

Gleaves had lost contact with the five other spies who had traveled with them shortly before they crossed the border. It is unknown what became of them.

Witzke was held at Fort Sam Houston, TX before his trial. During his interrogations, he remained patriotic and to the end refused to betray anyone who had conspired with him. He was brought to trial in August 1918 before a military commission on charges of espionage to which he pleaded not guilty.

Gleaves faced Witzke at his trial and presented the evidence already described. Also presenting evidence was Dr. Altendorf who, as it turns out, had been an American operative all along. The testimony of the most vital importance, however, came from Captain Manley of the U.S. Cryptographic Bureau. Manley had been head of the English Department at the University of Chicago until he was appointed as an assistant to Captain Yardley in 1917. He had studied codes and ciphers for 35 years as a hobby and was a fluent German scholar. Manley proceeded to describe how he had taken up the task of decoding Witzke's letter after several others had tried without success. He discovered it was a transposition cipher that he was able to successfully decrypt. Upon instructions from the court, he read the following message aloud:

"15-1-18. To the Imperial Consular Authorities in the Republic of Mexico. Strictly Secret! The bearer of this is a subject of the Empire who travels as a Russian under the name of Pablo Waberski. He is a German secret agent. Please furnish him on request protection and assistance, also advance him on demand up to 1,000 pesos Mexican gold, and send his

code telegrams to this embassy as official consular dispatches.”

Witzke followed as the only witness for the defense. After the evidence given by Captain Manley, he was desperate. He conjured up a story so extraordinary even a child could recognize it as a flash of imagination. The deliberation of the commission was short. Witzke was found guilty and sentenced to death, the only German spy to be condemned to death by the U.S. during the war.

While awaiting review of his case, Witzke made two escape attempts and succeeded in one of them. He was recaptured the same day. In November 1918, 9 days after the armistice, his sentence was reapproved. In 1920, President Wilson approved the sentence but commuted it to confinement at hard labor for life. Witzke was then transferred to Leavenworth prison.

Aftermath

After the war ended, the U.S. missed an opportunity under the terms of the armistice to obtain documentation from Germany regarding their sabotage activities directed at the American continent. The German Government exerted every pressure imaginable to secure the release of Witzke. They pointed out that France, Britain, and Germany itself had released their prisoners of war including those convicted of espionage. While in prison, Witzke had also performed an act of heroism by preventing a disaster when he entered a prison boiler room after an explosion. Based on all this, Witzke was released in 1923.

In 1924, as more and more evidence was brought forward concerning German sabotage activities during the war, the U.S. filed suits with the

Mixed Claims Commission for reparations from Germany. By then, the U.S. was starting out on a cold trail almost 6 years after the fact and Germany's resolve had stiffened. During these proceedings, however, convincing evidence exposed Witzke's role in numerous sabotage activities, including many that took place during the neutrality period. So clever was he at covering his tracks that he was never even suspected during this period. He was directly linked to the Kingsland and Black Tom bombings that killed many Americans and destroyed millions of dollars worth of property and supplies. Had the magnitude of his earlier activities been known while Witzke was being held, it is doubtful he would ever have been released. Witzke, and his partner, Kurt Jahnke, have been appropriately named by some historians as the deadliest team of saboteurs in history.

More than anything, this period in the Nation's history made clear the ease with which foreign agents could carry out activities against the U.S. It would take another world war before the U.S. would add a counterespionage service. Fortunately, the success of the Cryptographic Bureau under Captain Yardley was recognized. A respectable cryptographic unit was in place by World War II, eventually becoming the National Security Agency.

As for William Gleaves, the subject of this story, little else is known regarding his activities or what became of him.

Sources and further information:

Henry Landau, "The Enemy Within," Putnam, New York, 1937

Franz von Rintelen, "The Return of the Dark Invader," Dickson & Thompson, London, 1935

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1999 Secretarial Excellence Award Winners

The Secretarial Excellence Award is a yearly monetary award given to the most deserving secretary of the year in the following categories: clerical assistant, secretary, and executive/directorate secretary. The award includes a memento and a \$2,500 payment to the winner in each category. The Secretarial Excellence Awards are presented every April at a ceremony hosted by DIRNSA during Professional Secretaries Week.



Tracie Roderick
Executive Secretary

"I would like to express my sincere appreciation to my supervisor and coworkers in the Reserve Forces Advisor's (RFA) Office. I could not have achieved this great honor without their support and understanding of the role I play in the RFA's mission. By being selected for the Secretarial Excellence Award, I feel that I have upheld the ideals and high standards of my profession, and hope that I have also been a credit to the secretarial work force at NSA. The existence of such an award shows that the Agency realizes what an important part we all play in maintaining the professionalism, organization, and security of the offices we serve as well as contributing to the protection of this great Nation. As with this award, when one secretary is recognized in this manner, we all benefit. I am truly honored to be a part of such an important and vital career field."—tar



Kim Ryan
Secretary

mission supports other Federal agencies and military services."—kmr

"Winning the Secretarial Excellence Award is definitely one of the highlights of my NSA career. It is nice to work for an agency that takes the time to recognize secretaries and the contributions that they make to the organization. Being a secretary at NSA allows me the opportunity to work with a variety of civilian and military personnel on many different levels, and to develop an appreciation for how NSA's



Amy Stanton
Clerical Assistant

"One of the best things about being a secretary at the Agency is being able to learn new skills and meet new people. Being rewarded like this gives me the encouragement I need to continue to pursue my goals of being professionalized as a secretary and obtaining a degree in Information Systems."—ads

Network Defend Team Hosts Third Annual Adjunct Faculty Breakfast

The National Cryptologic School (NCS) adjunct faculty is comprised of Agency professionals who volunteer to develop and present training courses. The Network Defend Team annually expresses its gratitude by hosting an adjunct faculty breakfast. The breakfast provides an opportunity to recognize each adjunct and to provide food, drink, and merriment.

The third annual breakfast was held on February 19 in the NCS Information Operations Training Center in FANX II. Keynote speakers were Jim Blazer, Chief, Training and Employee Development Services, and Brian Snow, the Information Systems Security Organization's technical director. Breakfast topics and activities included: use of technology in the class-

room, software-based games as evaluation tools, curriculum changes, mission and goals updates, training related Websites, and trivia contests with prizes. Seventy-five adjunct members attended this year's event.

The breakfast was also an opportunity for the Network Defend Team to clarify ways to better support the adjuncts and to outline support requirements for the remainder of FY99.

Stressed Out? You're Not Alone

Here's How to Spell Relief

by Michele Hyre and Nancy Rando

Ah, summertime, and the living is easy, or so the song goes. However, life does not always imitate art. As the last few months of the century zip by, people are "stressed to the max" as they juggle work, family, school, and community obligations at a breakneck pace. The lazy, hazy, crazy days of summer used to allow plenty of time to kick back, sip lemonade, and relax on the beach. In 1999, there are many new challenges—the increased influx of technology, the INTERNET, beepers, facsimile machines, and cellular phones provide access to anyone, anywhere, anytime. People are wired for speed. Is there a way to "unplug," and what happens if individuals do not?

The Body's Response

In prehistoric times, life was basic. The primary threat to primitive man was physical—wild animals and invading marauders. In the face of such threats, the entire physiological system responded immediately for fight or flight—blood pressure rose and respiration rates increased.

Today, however, the perceived threat is much more complex. We have meals to prepare, lawns to mow, houses to clean, checkbooks to balance, papers to write, and, if there is any time to spare, we attempt to find a few peaceful moments for ourselves. Is it any wonder that many people feel stressed?

The physiological response that was necessary for caveman's survival is in fact, harmful today when experienced on a chronic basis.



Stress—What is It?

Dr. Hans Selye, a pioneer in the field of stress research, defined stress as a "nonspecific response of the body to any demand for change" and "the rate of wear and tear on the body." From a great ski run, to a final exam, to the

illness of a child—stress permeates people's lives. How individual's respond to stressors can make the difference between coping and frustration, between health and disease.

Stress can cause physical reactions such as sweaty palms, stomach pains, headaches, and high blood pressure. It may also cause psychological reactions including feelings of happiness, shock, depression, or anger. Selye described both "good" and "bad" stress. The clinical term "eustress" is the positive, beneficial stress that provides a sense of achievement, fulfillment, and balance. Distress causes frustration, anxiety, discouragement, and hopelessness.

The difference in response is due less to the stressor itself, than to the individual's perception of the impact. For example, a couple might receive a phone call from old friends announcing they are coming for a visit the following weekend. One spouse is delighted with the news and looks forward to a fun, relaxing time. The other spouse starts to panic just think-

ing about all the cleaning, shopping, and yard work that must be done. This example shows how perceptions determine stress.

On an occasional basis, stress can be harmless and necessary for individuals to react to certain situations, such as imminent danger. As an example, a man walking across the street sees a car heading directly toward him. He appropriately reacts by jumping out of the car's path. Stress can even be useful, stimulating, and helpful for motivation and performance. However, when human beings are subject to unremitting chronic stress that compromises the body's ability to repair and defend itself, the results can be disastrous—illness, injury, or even death.

Stress At Work

In the past, stress has often been downplayed and considered a weakness or an inability on the part of an individual to cope. Today, the multiple pressures on any individual at home and at work can far exceed human tolerance.

Globally, work stress alone is estimated to cost businesses more than \$200 billion per year. The negative impact includes lost work time and increased health-care costs. Presently, as the pace of change seems to continually accelerate, managing and reducing stress are major challenges for many.

For example, in today's working world, downsizing, rightsizing, and outsourcing are everyday occurrences. Therefore, doing more with less can drastically increase workloads that can further lead to extreme frustration and job burnout. Job or occupational stress is the harmful physical and emotional response that occurs when the requirements of the job do not

match the capabilities, resources, or needs of work.

The social and business costs of workplace stress are enormous. Several major studies implicate stress as a threat to worker health and well-being. According to the Metropolitan Life Insurance Company, an average of 1 million employees are absent on any given day, largely due to stress disorders. The American Academy of Family Physicians reports that the greatest cause of poor health habits is job stress. Most recently, a major report issued by the National Institute for Occupational Safety and Health found that as the nature of work is changing with whirlwind speed, the resulting job stress poses the greatest threat to workers' health. Another new study revealed that working mothers in stressful jobs are at greatest risk for high blood pressure, strokes, and heart disease. That is the bad news.

De-Stressing

The good news is that many employers and businesses are now taking great strides to conquer job stress and promote a more employee-focused

Ways to Help Overcome Workplace Stress

- Look for humor in work stressors.
- Identify situations and employ an appropriate, individual coping style.
- Take a break and do not discuss business during that time or over lunch.
- Distinguish between need and desire.
- Practice relaxation techniques.
- Exercise on a regular basis.

workplace. Businesses can no longer afford to dismiss stress as simply "all in your head." The growing field of psychoneuroimmunology, also known as mind/body medicine, confirms the link between health and how people think and feel. Interventions need to take into account not only physical well-being, but also mental, emotional, and spiritual aspects. Work/life initiatives, health promotion, fitness centers, and wellness programs are increasing in importance.

How does NSA measure up? NCS-21 states, "we take pride in our people and care about their well-being." An NSA employee satisfaction survey ranked work/life balance and flexibility to meet both job and home demands as corporate strengths.

The Agency offers many workplace alternatives to meet the needs of today's hurried workers. Programs and services include flexible work arrangements such as telecommuting and compressed schedules; family support including onsite child care and referrals and elder care resource information; and the SHAPE fitness centers.

Yoga and seated massage, proven to help reduce stress, are available at the OPS 2B SHAPE Center. Guided meditation is also offered through one of the Agency's private organizations. The Employee Assistance Service offers counseling, and stress management, and coping with change workshops. All these choices help battle stress in the workplace.

Specific programs and services do support employees in minimizing the negative effects of stress at work, but attitude and reframing stressors can also play an important role. A researcher in the field of executive health, Suzanne Kobasa, found that the difference between people who

are under stress and get sick, and those who are stressed but are resistant to illness and disease, lies in what she calls "stress hardiness." Kobasa described hardiness in terms of the three "C's": people who experience stress but do not succumb to it 1) feel they have **control** over their lives; 2) have a sense of **commitment** to something they value as important, whether family, a job, a project, or a cause; and 3) see change as a **challenge** or opportunity, rather than something to be feared or dreaded.

It's Summertime—Relax!

Stress is a part of life. There is no way around it. However, each person can take steps to temper stress and

minimize the sources of stress that trigger unhealthy reactions.

If you have not started a stress relief program, summer is a great time to begin.

Think about what you enjoy, then do it! Take a stroll, read a book, go fishing, plant a garden, learn karate, get a facial, treat yourself to a massage, play golf, take a day trip to a favorite spot, listen to music, write in a journal, or do whatever relaxes you. Set limits and boundaries.

Consider the positive elements of change. Enjoy the warm sunshine, because before too long, the freezing temperatures will return. So, relax, take a deep breath, do something fun, and don't forget to stop and smell the roses!

Sources of Information: "Comprehensive Stress Management" by Jerold Greenberg and Work and Family Newsbrief (May 1999).



Action Line

KEEP THE KETTLE ON

Dear Action Line,

The Newsletter's December "Action Line" contained a complaint about dirty dishes being left outside the R&E Cafeteria conveyor room after it closes "in the middle of the afternoon." In fact, the cafeteria closes at 1:00 p.m., which is very early indeed. Perhaps this fastidious employee should direct his energy to advocating longer hours for the cafeteria operation. I know that the OPS 1 and OPS 2B Cafeterias have very long hours, and cannot see why the R&E Cafeteria has such short hours of operation. Depending on their schedules, some people who use the cafeteria in the R&E Bldg. do not have time to get lunch during its operating hours. Please make sure that the Wood Company receives a copy of the December "Action Line."

—Lunch Rush

Dear Lunch,

The Wood Company was provided a copy of the Newsletter's December "Action Line." Wood responded by keeping the dish-belt-conveyor window open daily until 3:30 p.m., then close the window to secure the kitchen. That should provide time for the majority of people to return their dishes.

The R&E Cafeteria opens at 6:45 a.m. and the grill closes at 1:00 p.m. However, the other lines remain open until 1:30 p.m. The OPS 2 Cafeteria opens at 6:30 a.m. and the grill closes at 1:30 p.m.—the same time as its other stations. The OPS 2 Cafeteria does a higher volume of sales than the R&E Cafeteria (almost twice as much) and has the ability to stagger its employees' starting and finishing times.

The OPS 1 Cafeteria is a 24-hour operation due to the needs of shiftworkers. It has the largest sales volume of all the cafeterias. It handles approximately half the total food service business throughout NSA.

The cafeteria in the R&E Bldg. has a much lower sales volume and each of its employees must perform several job functions. The employees work an 8-hour shift. Due to setup time, the grill person starts work at 6:00 a.m. and finishes at 2:30 p.m. After closing, the full 1½ hours remaining in the shift are required to clean the grill area. To remain within the 8-hour

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.

shift, the only way it could close later would be to open later. The early breakfast business is greater than the late lunch business—that is the reason for the current hours. If costs could be covered by sales, the Wood Company would consider longer operating hours. However, there is not enough business now to warrant a change.

—Bill Hesgard
NSA Restaurant Fund

GONE WITH THE WIND

Dear Action Line,

I hope the Agency is "not" going to repair the large umbrellas located in the courtyards at OPS 2A/B and OPS 1/HQS. They are in constant need of expensive repair. The two units located in the OPS 2A Courtyard look like they are falling apart and could present a safety hazard. If you have ever tried to use one when it is raining, you know they do not keep you dry. When high winds are present in the area, they have to be closed. The only purpose they serve is to offer a little shade when it is sunny. If you are afraid of the sun, stay indoors. Save the Agency some money and remove the useless umbrellas.

—Let A Smile Be Your Umbrella

Dear Smile,

The Big 4 Building Management Team has no plans to replace or repair the broken umbrellas located in the courtyards. In fact, there are plans to remove the umbrellas in the OPS 1/HQS and OPS 2A Courtyards as a result of the wind damage. However, the umbrellas in the OPS 2B Courtyard will remain, as the wind has not damaged them and they are still in good shape.

—Harry L. Middlebrooks
Big 4 Building Management Team
OPS 1

Awards

MERITORIOUS CIVILIAN SERVICE AWARD



Bruce W. Ginn



James M. Withers

DIRECTOR'S DISTINGUISHED SERVICE MEDAL



Paul W. Naper



Robert R. Murfin
COL/USA

MERITORIOUS CIVILIAN SERVICE AWARD



Steven P. Collier



Dennis L. Lunsford

NATIONAL INTELLIGENCE MEDAL OF ACHIEVEMENT



Holly A. Gossett

NATIONAL INTELLIGENCE COMMENDATION MEDAL



Target "M" Team

Friendship Co-op Association

Established in 1982, the Friendship Co-op Association consists of college and university students who are enrolled in the Cooperative Education Program. This excludes the president and treasurer who are recent graduates of the program and have accepted permanent positions with the Agency. The purpose of the association is to strengthen the identity of its members and the Co-op Program. The association lends support to its members as they deal with issues relating to the program.

The association meets the third Wednesday of every month, at 1:00 p.m. in the Friedman Auditorium. The meetings are used as a forum to improve the management of the Co-op Program. Prior to meetings, members usually gather for lunch at an off-site location.

Meetings normally last 2 hours. The first hour is used to discuss administrative matters, including business from the housing and social committees. During the second hour, senior managers address members regarding the Agency's mission and how it fits into the Intelligence Community, advanced technologies, and the benefits offered to students selected for permanent positions upon graduation. Throughout the year, the Co-op students tour various locations within the Intelligence Community to include the CIA, the Pentagon, and the FBI training facility in Quantico, VA.

Membership dues are \$10 per year and a portion of the dues is placed in the club's social fund. The monies from the social fund are used to sub-

sidize the cost of activities sponsored by the association. These activities include movie nights and pizza parties. The club also sponsors an annual "around the world" party. During this event, several members decorate their residences in a selected theme to imitate various places around the world. Members spend an hour at each residence socializing and absorbing the atmosphere.

The association has a leasing contract with Windsor at Pine Ridge, located at Elkridge, MD. To qualify for housing, students must be an active participant of the association. Residents must also maintain a \$225 security deposit. The housing committee conducts three mandatory housing inspections during the fiscal year.

Co-op Leadership

The president is elected to a 1-year term, but may run for one re-election. The current president, Dave, graduated from Brigham Young University in April, having earned a bachelor of arts degree. Dave would definitely recommend the Co-op Program to others. He stated that his biggest advantages while participating in the program were gaining hands-on experience and being offered a job before he graduated. His biggest challenge was alternating his lifestyle, for 3 years, between attending school full-time and working full-time. He is currently working in the Operations Organization as a linguist.

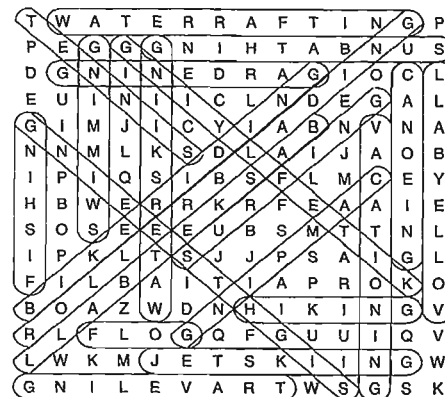
For more information regarding the Friendship Co-op Association, contact Dave at 963-3750(s) or 301-688-6174, or the Co-op Office at 982-7909(s). The Cooperative Education HomePage is located at <http://www.s.nsa/coop/>. -sda

Thrift Savings Plan Rates Through May 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			
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
April	3.86	.29	.46
May	(2.36)	(.89)	.47
Last 12			
Months	20.92%	4.34%	5.50%

Percentages in () are negative.

ANSWERS TO THE JULY PUZZLE



Club Notes

Comic Book/Science-Fiction Memorabilia Collectors Club meets the first Friday of every month. The club provides a forum for people interested in comic books, science fiction, games, and other fandom. A second meeting for family members to attend is held on the third Saturday of each month at the Provinces Library. For more information, contact Ann White (abwhite1@nsa).

Deep Sixers SCUBA Diving Club will hold its monthly meeting on Thursday, July 15th, at 7:00 p.m. Upcoming trips include wreck diving in Kingston, Ontario in late July and quarry diving in Bainbridge most weekends. There is now an on-line Deep Sixers Dive Club through home INTERNET connection that offers a chat room, message board, on-line calendar, and photo gallery. 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.

Parkway Coin and Stamp Club will hold its monthly stamp meeting Thursday, July 8 at noon. The monthly coin meeting will be Thursday, July 22 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.

Socially Oriented Bikers Motorcycle Club will meet Wednesday, July 7, 5:00 p.m. at Perry's in Odenton. Meetings are scheduled for the first

Wednesday of every month. Upcoming rides include Gettysburg, Catoctin Mountains, Falling Water, "RIDE FOR KIDS" in Columbia, and much more. Also, lunch rides are held the third Wednesday of every month at 11:30 a.m. Come join us! Membership dues are \$12 per year. For further information, contact the club president, Kent Cooper, at 301-688-0905 or Brenda Hine at (301) 688-4292.

Single People in Activities Recreational and Cultural (SPARC) events for July include a singles dance, dining out at Clarks Bayside Inn, a Sunday brunch, a pot luck dinner, a day trip to Ocean City, an activities planning meeting, and weekly happy hours and trivia at Hurricanes. For more information, send your name, organization, and complete mailstop to SPARC, P.O. Box 635, Fort Meade, MD 20755.

Renetta Predmore Lynch Continuing Education Award for 1999

The Women and Men in NSA (WIN) organization is accepting applications for its Continuing Education Award named in honor and memory of an Agency woman of great fortitude, moral strength, and accomplishment, Renetta Predmore Lynch.

The award, established in 1992, is presented annually to an Agency employee who already holds an undergraduate degree and is pursuing an advanced degree in a new field to change or enhance the employee's career potential at the Agency or elsewhere. Special consideration will be given to individuals who have encountered particularly difficult situations in pursuit of their goals.

The awardee will receive a check for \$750 to help defray some of the expenses associated with an advanced degree program. This amount may be increased in any given year, depending on the money available from the Renetta Predmore Lynch Continuing Education Fund.

The applicant must have 4 years of Agency service, a bachelor's degree, and at least a "B" average in courses taken toward an advanced degree. The degree does not to be job related. The award may also be used for undergraduate courses required before the applicant can begin a graduate program in a new field.

All applications must be received by Thursday, July 29. The awardee will be announced at a WIN luncheon in late August. Janet Eileen Principe received WIN's Renetta Predmore Lynch Continuing Education Award for 1998. Principe received her Juris Doctorate Degree from the University of Maryland in May.

Applications are available at the Career Resource and Transition Center in OPS 2A, Room 2A0270; FANX III, Room B1113; or the Civilian Welfare Fund in OPS 2A. For more information, contact Barbara W. Clark in OPS 2B, Room 2B5118, or at 301-688-2958.

Leonard V. Goetz, a former staff officer in the Operations Organization, died March 9. He was 67.

Prior to joining the Agency, Mr. Goetz served with the U.S. Navy. He retired in 1968 with 22 years of Federal service.

Mr. Goetz operated his own business of kiddie rides and food concessions at fairs and carnivals along the east coast. He also enjoyed boating.

Mr. Goetz is survived by his wife, Virginia; two sons, Leonard and Russell; and a grandson.

William K. Harbold, a former cryptologist in the Information Systems Security Organization, died April 30 of injuries sustained in an automobile accident. He was 73.

Mr. Harbold was a graduate of George Washington University. Prior to joining the Agency, he served with the U.S. Army during WWII earning the Purple Heart, Bronze Star, and Combat Infantry Badge. Mr. Harbold retired in 1979 with 30 years of Federal service.

A native of Mount Carmel, PA, Mr. Harbold resided in Westminster, MD. His interests included stamp collecting, genealogy, and travel.

His wife, Betty; three sons, John, Thomas, and Mark; and three grandchildren survive Mr. Harbold.

Ronald R. Jones, a former engineering specialist in the Information Systems Security Organization, died March 5 of a heart attack.

Mr. Jones retired in 1998 with 28 years of Federal service.

A native of Johnstown, PA, Mr. Jones resided in Glen Burnie, MD. He enjoyed hunting, archery, and growing roses.

His wife, Sue; and a daughter, Randon, survive Mr. Jones.

Arthur J. Salemme, a former linguist in the Operations Organization, died April 25 of heart failure. He was 75.

Mr. Salemme earned a bachelor's and master's degrees in Russian from the Institute of Languages and Linguistics, Georgetown University. He also attended the U.S. Army Russian Institute in Germany. Prior to joining the Agency, Mr. Salemme served with the U.S. Army. He retired in 1979 with 38 years of Federal service.

A native of Boston, MA, Mr. Salemme resided in Riverdale, MD. He enjoyed teaching, translating, writing textbooks, lecturing, and making rugs.

His wife, Gerry; 2 sons, Peter and John; 3 daughters, Anne Salemme, Jean Salemme, and Mary Gorman; and 10 grandchildren survive Mr. Salemme.

Juanita L. Shively, a former Agency employee, died March 1. She was 92.

Prior to joining the Agency, Mrs. Shively worked with an NSA predecessor at Arlington Hall. She retired in 1969 with 20 years of Federal service.

A native of Ottawa, Canada, Mrs. Shively resided in Barstow, CA.

A brother, Mord Sweet; three nieces; and a nephew survive Mrs. Shively.

In Appreciation

It was heartwarming to receive so many cards, flowers, plants, and letters of sympathy upon the sudden death of my sister. My family and I thank you for your comforting words and understanding hearts.

—Alice Freeman Harris

My family and I would like to express our heartfelt appreciation to my friends and coworkers for their

compassionate expression of sympathy upon the death of my sister, Linda A. Hackmann. The cards, flowers, thoughts, condolences, and prayers were very comforting during this difficult time. Thank you for your support and God bless.

—Karen Leimbach

To Friends of Kimberly Barber: I would like to take this opportunity on behalf of Kimberly's entire family to extend a thank you for all of your support during a time when it was greatly appreciated. During Kimberly's illness, the outpouring of encouragement and the generous contributions of love were truly amazing. In her passing, the continued support for our family, thoughtful cards, and many donations in her memory have again touched us immensely. Please accept my heartfelt thanks to you all.

—Steve Barber

My family and I would like to thank everyone for their kindness and support following the death of my brother, Ronald Jones. The cards, flowers, and prayers touched our hearts and comforted us during a difficult time.

—Cary Jones

Retirements

I would like to thank the many friends and coworkers who attended my retirement luncheon. The day was one I will always remember. A special thanks goes to Tom for hosting the event and to Linda and Jennifer for all the coordination. In reflection, it was a good 31-plus years. I had so many good times with so many of you and I take fond memories with me. Thanks for all of your support and the best of luck to all in your future endeavors.

—Fred Gates

Brighten Your Retirement!

Thrift Savings Plan

The Thrift Savings Plan (TSP) Open Season began May 15 and will continue through July 31. The TSP Open Season provides the opportunity to start or change contributions to TSP accounts. It is also an opportunity to change the way in which future payroll contributions are invested in the G, F, and C Funds.

The TSP is a retirement savings and investment plan designed exclusively for Federal employees. For individuals who are FERS employees, the TSP is an important retirement component. Take time to learn about this investment plan to maximize your retirement income. CSRS employees also benefit from the opportunity to save for retirement and to defer income taxes on those savings.

To learn more about the TSP, visit the Retirement and Insurance Services HomePage at <http://www.s.nsa/retirement/index.html>. Under "HOT HITS!" visit External TSP Information. From there, employees can access information regarding the many features of TSP, review historical rates of returns, and even download the TSP-1 Election Form from the Forms and Publications section. In order to download forms, individuals must have Adobe Acrobat 3.0. A systems administrator can assist in its installation if it is not currently available on the desktop. Also, under "HOT HITS!" visit the Employee Benefits Information System page to access the computational tool for TSP account projections and annuity estimates.

Completed TSP-1 Election Forms may be mailed or hand carried to any of the Customer Service Centers, the respective Integrated Personnel Activity (IPA), or the Agency's TSP Office by close of business July 31. Remember, only one election form may be submitted during the open season unless the second form is to terminate contributions.

For information regarding the TSP, contact the Agency TSP officers, Danny L. Floyd (dlfloyd@nsa) or Tammy Bannar (tsbanna@nsa) at 982-7950(s) or 410-854-6188, or individuals can contact their personnel representative in their IPA.

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

34 Years

Robert Baker

32 Years

Dennis E. Sirbaugh

Mark Your Calendar

July 28 Lunch N' Learn

Dr. Jill Gann will present "Making the First Week Fantastic," from 11:30 a.m. to 1:00 p.m., in the Friedman Auditorium. The program will offer suggestions on how to make the first week of school go smoothly. Many children handle change easily; however, going from a relaxing summer vacation to early rising and homework can be stressful. Learn how to help children establish a positive morning routine and how to prepare them for the challenges of school.

Register at <http://www.s.nsa/ERS/worklife/events.html>. For more information contact Work/Life Services at 982-8001(s) or 410-854-4657.

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.