

# NEWS2USE

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## NIH PERIMETER SECURITY SYSTEM: IMPLEMENTATION PLANS

The NIH Perimeter Security System (PSS), which includes the perimeter fence, is scheduled for activation in January 2005. In the coming months, ORS Security and Emergency Response (SER) will execute a communications initiative including campus-wide e-mail, announcements, presentations, information booths, and other means of communication in an effort to share the operations and protocols of the PSS with the entire NIH community.

With the endorsement of NIH senior management, the NIH Community Advisory Board for Security (CABS) has been instrumental in the development and review of the PSS protocols for employees, patients and visitors. Established by the NIH Director, the CABS provides input, advice and counsel on behalf of the NIH community regarding the implementation of the NIH Security Program.

SER has launched a website (<http://ser.ors.od.nih.gov/index.htm>) that will act as a comprehensive resource for information concerning the Perimeter Security System and its implementation. The communications initiative is scheduled to begin later this month and will continue through January.

### INFORMATION

Division of Physical  
Security Management  
301-402-7788



## 2004 SECURITY GUARD SURVEY RESULTS

The ORS conducted the 2004 NIH Security Guard Survey to evaluate the new guard services contractor that began in March 2003 under a performance-based contract. The purpose of the survey was to assess employee perception and to solicit opinions of what is going well and what still needs improvement with guard services at the NIH. The Office of Quality Management worked with the program manager of the NIH Security Guard contract to develop and administer the survey.

### SURVEY ADMINISTRATION

The web survey was designed by the ORS Information Technology Branch to ensure the broadest access. There was an initial e-mail notification to 26,731 individuals, followed up by two reminders. Data was collected in May and June, 2004.

### RESPONDENTS

About one-third of the NIH community in the DC area – 9025 to be exact – responded to this survey. Two-thirds of the respondents work on campus, one-third off-campus. Slightly over half commute by car.

### SUMMARY OF RESULTS

Analysis of the results shows that perceptions of security guard services have improved in every category since a year ago. Professionalism and helpfulness in answering questions were the areas with the most significant improvement. The least changed security aspect was scrutiny of badges.

More than 3500 respondents provided specific comments on two requested topics: what is being done well, and what needs improvement. The content of these comments was analyzed and will be considered as the NIH makes improvements and changes.

### MEASURED BEHAVIORS

Survey categories included ease of entering campus during different levels of national security alerts (*Code Yellow, Code Orange*) and guards' engagement in security-related duties.

### NEXT STEPS

The ORS plans to communicate the survey results with important stakeholder groups within and beyond our community. Of course, the management and guards will be informed in detail.

Based on comments received, more scrutiny will be given to specific locations at the NIH. Regular communication via global e-mail to the NIH community will update correct procedures for I.D. checks. The ORS will continue to emphasize the need for continued improvement and assess the effectiveness of current security policies.

### INFORMATION

Antonio Rodriguez  
Office of Quality Management  
301-402-3440

## RESEARCH FACILITIES LAUNCHES NEW WEBSITE:

### PART OF A COMPLETE COMMUNICATIONS PLAN

In early September, the Office of Research Facilities (ORF) launched its first internet site. The website allows Research Facilities to disseminate essential information about the facilities program to NIH, the public and other Federal entities. A limited-access internal website was also launched several months ago as a single source of information for employees to complete their work effectively. Together, these sites provide the framework for a comprehensive communications program.

The ORF was formed in April 2003 when real estate and property management functions were separated from ORS as part of an organizational restructuring aimed at improving the way facilities' work is managed and performed at the NIH.

The new website, <http://orf.od.nih.gov>, establishes a corporate identity for the relatively new office and makes it easier for IC customers, stakeholders and the public to locate information on a broad range of facilities' issues. Quick links at the top of the page take users directly to contact information, the Central Call-In Desk for requesting maintenance, and the ORF phone directory. In addition, a service-based navigation bar always remains on the left, and the site has a Google-powered search tool. Headings in the navigation bar allow users to find information on:

- *Acquisitions*
- *Construction*
- *Environment*
- *Planning and Space*
- *Policies and Guidelines*
- *Project Resources*
- *Property Management*

The Research Facilities home-page uses a question and answer format to provide links to the Office of the Director and six functional divisions. The page is also a source for often-requested information on Research Facilities and the NIH facilities program.

**WHAT ELSE IS ON THE WEBSITE?**

Visitors to the website will find a wealth of current information. A sampling:

- Guidance on the ORF/DHHS policy on appropriate use of funds.
- A detailed description of how we define and calculate square feet.
- Documents such as the NIH Master Plan and the Waste Disposal Guide.
- Links to NIH and ORF facilities' policies and standards.
- Names, building assignments and contact information for Facility Managers and Real Estate Specialists.
- Information on the NIH Mercury-Free Buildings Campaign.
- A form for submitting or moni-

toring status of maintenance requests online to the Central Call-In Desk (CCID).

- A way to check on scheduled utility shutdowns.

**WHAT'S NEXT?**

Looking ahead, Research Facilities plans to expand the services and information covered to create a more robust website, and will enhance the communications program with more tools and information for IC customers. Efforts currently underway include the following:

- ▶ Implementation of a Content Management System that will make it easier to keep information on both websites continually updated.
- ▶ Addition of several tools and resources both web-based and in hard copy such as a commissioning checklist and a facilities handbook that will make projects of every size go more smoothly for project managers and customers.
- ▶ Publication of updated occupancy guides for existing buildings and the development of guides for buildings just coming on line.
- ▶ Development of online survey

instruments to provide customers another way to communicate with Research Facilities and, in turn, help ORF better understand and respond to customer needs.

- ▶ Creation of a Lessons Learned database to make it easier for Research Facilities employees to share on-the-job experiences that may benefit others.

**BACKGROUND**

The NIH created the Office of Research Facilities Development and Operation (ORF) to provide a single point of accountability in the facilities program, to streamline information flow, and to facilitate decision-making. The ORF combines the functions of several former organizations under the leadership of Leonard Taylor, formerly Deputy Director of ORS and now Acting Director of Research Facilities.

From the standpoint of the customer, facility needs continue to be met in much the same way they were prior to the organizational change. The following contact information for ORF Division Directors may be helpful, or you can find a more comprehensive directory on the website at <http://orf.od.nih.gov>.

**KEY ORF CONTACTS**

<b>Division/Office</b>	<b>Director</b>	<b>Phone</b>	<b>FAX</b>
ORF Office of the Director	Leonard Taylor	594-0999	496-7172
Facilities Planning (DFP)	Stella Serras-Fiotes	496-5037	402-0017
Policy & Program Assessment (DPPA)	Farhad Memarzadeh	435-8746	402-7619
Capital Project Management (DCPM)	Anna Franz	496-3193	402-4815
Property Management (DPM)	Juanita Mildenberg	496-6186	402-0401
Real Property Acquisition Services (DRPAS)	Melissa Richardson	402-0878	402-0331
Environmental Protection (DEP)	Kenny Floyd	496-3537	480-8056

## NIH TRANSHARE PROGRAM: OVER 5,000 PARTICIPANTS SERVED

Our Transhare Program is pleased to announce that it has surpassed 5,000 participants. This program started at NIH on October 1, 1992, as a one-year pilot open to 2,000 participants who were willing to use public transportation to commute to the NIH campus. Funding at that time provided employees a subsidy of up to \$21.00 per month, now currently up to \$100 per month.

Since 1992, the program has been expanded extensively to include a wider variety of alternative transportation modes such as van-pools, Metrorail, MARC trains and public buses.

Employees located in off-campus facilities in Montgomery County became eligible for Transhare subsidies in 1994. In 1998, Congress approved adding Intramural Research Training Award employees, Fellows, Volunteers and Trainees to the list of eligible employees.

On April 21, 2000, the President signed an Executive Order requiring Federal agencies within the National Capital Region to provide commuting subsidies to all qualified Federal employees, and removed the participation ceiling.

A Department of Transportation survey conducted by NIH in 2000 revealed that NIH Transhare participants on a daily basis saved over 57,400 vehicle miles. At today's Transhare level's, this would translate to a savings of over 100,000 vehicle miles daily.

Employees participating in Transhare may be required to participate in random audits to verify commuting costs. A small number of employees are chosen each month for an audit. If selected, employees should calculate their commuting costs using the correct procedure as described in the following example:

■ Employee #1's total round trip cost from the Bethesda Metro Station to the Medical Center Metro Station is \$2.70 based on the regular fare for Metro. The total number of days that Employee #1 will be commuting to and from the Medical Center Metro Station in July is 20. Employee #1 multiplies the round trip cost by the total number of days that he/she will be working in July. Employee #1's Transhare subsidy for the month of July is \$54.00. This is the correct way to calculate transportation cost.

The following is an example of an incorrect calculation:

■ Employee #2's public transportation (Metrorail) cost for the month of July is \$54.00. He/She also includes \$25.00 in parking expenses, \$17.00 in commuting cost associated with two meetings that he/she attended in Washington, DC, and \$5.40 in round trip travel expenses to have lunch in Bethesda. Employee #2 declares that his/her Transhare subsidy for the month of July is \$101.40. This employee collects \$100.00 in Metrocheks on July 1, the maximum subsidy allowed by law. On July 25, this employee gave a \$20.00 Metrochek to a friend because he/she decides to ride to work with a neighbor during the last week of July.

The correct amount this employee is eligible to receive is \$54.00, the Metrorail expense for the month of July.

### GOVERNMENT TRANSPORTATION SUBSIDIES DO NOT INCLUDE:

- commuting costs associated with work related meetings
- commuting costs associated with personal travel
- parking expenses

IT IS A VIOLATION OF THE LAW TO SELL OR TO GIVE AWAY YOUR METROCHEKS.

If you need assistance in calculating your monthly transportation cost, the NIH Transhare Program Policies and Procedures document includes a "Monthly Public Transportation Calculator." This document can be accessed through the Division of Travel and Transportation Services' website at <http://dtts.ors.od.nih.gov>.

### INFORMATION

Division of Travel and Transportation Services  
<http://dtts.ors.od.nih.gov>  
301-402-7433

## DIVISION OF TRAVEL AND TRANSPORTATION SERVICES: AN OVERVIEW

The Division of Travel and Transportation Services (DTTS) provides all levels of NIH employees, patients, visitors and contractors with various reliable, safe, and dependable parking, transportation, and travel programs that facilitate travel and transportation requirements to and throughout the NIH campus and local leased facilities. A full list of DTTS services coupled with links to important information is available at: <http://dtts.ors.od.nih.gov/index.htm>.

Site highlights include:

- ▶ Tips on how to manage restricted travel budgets by utilizing the most cost effective options (i.e., GSA City Pair Fares, alternative airports, use of e-tickets to avoid paper ticket fees)
- ▶ Alternative commuter options (i.e., Transhare, car and vanpools, bicycle, pedestrian options and telecommuting)
- ▶ Live updates on traffic or construction activities affecting shuttle and parking services



DTTS is dedicated to providing excellent customer support while also enforcing all relevant transportation and travel regulations and policies. The DTTS understands the importance of prompt dissemination of information, whether it be related to traffic congestion, road closures, changes to shuttle schedules, or other transportation related updates.

With that in mind, DTTS created a listserv for those who are interested in the most current and relevant NIH transportation information. Messages come in participants' e-mail. Join the list by visiting <http://list.nih.gov>. Once there, select "Browse," type the word "Travel," and select the option "NIH\_Travel\_L." Then select "Join" and enter your name and e-mail address. Encourage others to do the same if you find the information useful.

#### INFORMATION

Division of Travel and Transportation Services  
301-402-8981

## EPA NAMES NIH ONE OF WASHINGTON REGION'S BEST WORKPLACES FOR COMMUTERS

The ORS is pleased to announce that on October 14, 2004 the NIH will be named as one of the "Greater Washington Region's Best Workplaces for Commuters" by the Environmental Protection Agency (EPA). The EPA acknowledged our efforts to reduce congestion and air pollution by providing outstanding commuter benefits to employees.

In the past, the NIH has also received several commuter awards from the Washington Metropolitan Area Transit Authority including: "Outstanding Participation and Support in the Federal Transit Benefit Program", "Golden M Award for Metrochek Leadership," and the "Outstanding Service Award."

The NIH implemented the Employee Transportation Services Office (ETSO) back in 1992 to assist employees with transportation options and opportunities. A full range of initiatives included Transhare, Ridefinders Network, alternate modes of transportation, and coordination with other regional

employers to address transportation issues. Since that time, the ETSO has expanded its range of programs and improved service to the NIH community.

Transhare, with over 5,000 participants [see separate article on Transhare in this issue], has been the single most effective tool in promoting and expanding the use of public transportation, carpools and vanpools. The maximum monthly subsidy for participants allowed by law is \$100.00 at present.

We are proud of Transhare, but we have many other programs that benefit public transportation commuters as well as the community. There are partnerships with the North Bethesda Transportation Management District, Metropolitan Washington Council of Governments, Commuter Connections, and others to address transportation and parking issues. The NIH honors agreements with local and Federal planning agencies about transportation management and clean air initiatives.

The ETSO answers thousands of transportation inquiries annually. They assist employees, guests, patients and visitors to the NIH campus. They established abundant carpool spaces in preferred parking

## NIH VANPOOL OPERATORS: LOOKING FOR PASSENGERS

If you have considered joining an NIH vanpool, contact any of the vanpool operators listed below for information. Vanpool participants are eligible to receive up to \$100.00 a month in Transhare benefits. For more information, go to <http://dtts.ors.od.nih.gov>.

To NIH From	Vanpool Operator	Phone	E-mail
Frederick, MD	John Barnhart	301-496-2346	barnharj@mail.nih.gov
Glen Arden & New Carrollton Metro Station	Robert Hunter	301-435-6766	hunterr@mail.nih.gov
Frederick, MD	William Monath	301-496-5083	monathw@mail.nih.gov
Frederick, MD	George Smith	301-496-5862	smitgeo@mail.nih.gov
Oxen Hill, MD	Ennis Wilson	301-435-4363	wilsone@mail.nih.gov
Frederick, MD	Michael Shaw	301-496-0668	shawm@ors.od.nih.gov

lots located in close proximity to buildings. Registered vanpools may obtain reserved spaces in the lot of their choice. Carpool and vanpool participants can get Transshare benefits.

For bicyclists and employees who walk to work, there are shower and locker facilities in nine campus buildings and four off-campus locations. Bicycle racks and lockers accommodate 600 bicycles. The NIH Bicycle Club helps provide information on local bicycle routes and walking paths leading to campus. Also, our pedestrian friendly campus has well lit pathways for walking commuters.

About a year ago, to streamline the administration and management of so many parking and transportation programs, the NIH Parking Office began using a new Parking and Transshare (PARTS) software system.

Thanks to PARTS and the parking office staff who uses it every day, the NIH's 25,000 customers are served 50 to 75 percent faster. There isn't much of a wait anymore at the parking office. The Parking Office staff scans a customer's NIH badge with a barcode scanner, and PARTS immediately looks up that person's record in the NIH Enterprise Directory. By using a complex but customized set of rules, PARTS also indicates to the clerk the products and the services the customer may already have. This is important because certain parking and Transshare benefits are mutually exclusive. The design and implementation of the custom "business rule engine" in PARTS is an important innovation, given current parking and security restrictions here on campus. As parking and Transshare situations change, rules and regulations can be easily added, changed or removed from PARTS.

The NIH is proud of its record in transportation, traffic and parking efforts, and is committed to continuing to provide commuter benefits and programs designed to reduce traffic congestion, improve employee worklife, and minimize the environmental impacts associated with single occupant vehicles.

#### **INFORMATION**

Division of Travel and  
Transportation Services  
301-402-RIDE

#### **SAFETY REMINDER: VEHICLE TURN SIGNALS**

It's another Monday morning and you're driving your car to work. You are almost there. Just one more turn to complete the journey. As you make a left turn, a car hits your passenger side, causing severe damage. Fortunately, no one is hurt, but they could have been.

So what went wrong? In this case, the damage to property and the chance of injuries could have been avoided by simply using a turn signal. A turn signal (also called a directional signal) allows other drivers and pedestrians to know your plans. In addition to the possibility of an accident caused by lack of a turn signal, there could be other repercussions like a traffic ticket. A ticket issued on the NIH campus has a \$75.00 fine and/or one point on your driver's license.

More importantly, there is no price for safety for you, your family and others around you. Please remember to drive safely.

#### **INFORMATION**

William Dougherty  
Division of Police  
301-496-3020

## **BOOK TOPICS FOR TODAY'S VISIONARIES:**

### **MANAGEMENT, LEADERSHIP AND CAREERS**

On the premise that administrative staff need information as much as researchers do for optimal work performance, the NIH Library provides a collection of books on management, human resources and leadership. Here are a few of the recent additions to this collection:

*What's the Big Idea?: Creating and Capitalizing on the Best Management Thinking* by Thomas H. Davenport. Boston: Harvard Business School Press, 2003. Call Number: HD53 .D38 2003

Reviewer D. W. Huffmire writes in *Choice* magazine that the authors "discuss how to evaluate and select the right business ideas to fit each organization and improve its performance." Examples are given of companies in the same industry comparing success or failure based on implementation of good ideas. Content includes a select survey of business ideas, where management ideas come from, and how to sell ideas to your organization.

*Leadership That Matters: the Critical Factors for Making a Difference in People's Lives and Organizations' Success* by Marshall Sashkin and Molly G. Sashkin. San Francisco: Berrett-Koehler, 2003. Call Number: HD57.7 .S27 2003

Thirteen well-documented but concise chapters cover leadership behavior and leadership characteristics. Readers get an overview of the 360-degree leadership assessment (the Leadership Profile) and a historical overview of leadership literature. Reviewer M.J. Safferstone tells us that the authors "document key behavioral attributes associated with visionary leadership, and examine the significance that the situation—the organizational context—plays in the lives of leaders."

*Competing Devotions: Career and Family among Women Executives* by Mary Blair-Loy. Cambridge, MA: Harvard University Press, 2003. Call Number: HD4904.25 .B57 2003

“Sociology, rather than management, is the underlying perspective” in this book, according to reviewer F. Reitman. It is a work that contributes to the body of literature on work-family issues, covering the topic of men’s and women’s differing views of a work versus a family schema. Chapter 5—Turning Points—voices career women’s choices while the chapter titled Implications presents a discussion on organizational “family-friendly” policies.

To place a hold on a book in the NIH Library collection that is currently checked out, or to have a book delivered to you via campus mail (for NIH staff working outside of the Clinical Center), click on the *Request* button located on the right side of the



online catalog record. For more information, call the Reference & Information Services Desk at 301-496-1080; click on the AskUs Live! link located on the upper-left of the website <http://nihlibrary.nih.gov/> or e-mail [nihlibrary@nih.gov](mailto:nihlibrary@nih.gov).

#### **INFORMATION**

Cindy Clark  
NIH Library  
301-496-2186

### **CHILDREN’S MESSAGES OF HEALTHY EATING**

Have you seen the lively artwork in the NIH Cafeteria display cases? You can thank the children of the Parents of Preschoolers Program (POPI), an NIH sponsored child care program on campus, for creating and contributing their work.

These delicious masterpieces depict children’s favorite foods. While the children learn the value of good choices, adults are also pleasantly reminded of the impor-

tance of making healthy choices that will lead to living healthier lives.

We will continue to impart good food messages to our young NIHers, in part by showcasing their artistic talents on a regular basis in the cafeteria.

#### **INFORMATION**

Mary Ellen Savarese  
Division of Employee Services  
301-402-8180

### **PICK ME UP:**

#### **RECENT ITEMS IN LOST AND FOUND**

- Purse*
- Money*
- Checkbook*
- Reading glasses*
- Pagers*
- Cell phone*
- Necklace*
- Pocket PC*
- Wallet*
- Driver’s licenses*
- Keys*



#### **INFORMATION**

Division of Police  
Building 31C  
301-496-2387

### **CENTER FOR CAREER RESOURCES MANAGER RETIRES**

Ronald W. Poole, Program Manager for the ORS Center for Career Resources and Manager of the NIH Apprenticeship Program, retired September 3. Mr. Poole came to the NIH in 1976 as an HVACR Mechanic. In subsequent years under the Office of Quality Development (OQD), he took a leadership role in implementing “Quality Circles.” These tools were developed in the 1970s to empower employees to solve problems associated with workplace safety, health and producing quality goods and services.

Mentored by Arturo Giron, then Manager of the Office of



Quality Development, Ron made a career transition from the trades to training and career counseling. His work in providing training opportunities and improving the NIH Apprenticeship Program in the Division of Engineering Services, as well as his role as a member of the Division of Support Services Employee Retraining Team led to his placement as Program Manager of the Center for Career Resources.

“What has really made this a great trip for me are the people,” Ron explained. “It’s been less about being in a management position and more about having opportunities to serve some really great people.” He added, “I have learned so much from others – about life, and work, and about leadership. And I’ve been able to work for some great leaders, people like Arturo Giron, Jan Maltbie, Rich Southers, Leonard Taylor and Steve Ficca.”

Ron’s belief in “hands-off” support of people, as well as his interest in growing them to their full potential, exemplifies his leadership qualities.

“Within three months of coming to work as his assistant and to do training,” says Nancy Ludewig, “Ron helped me map out a development plan, told me to don a hard hat, and scheduled me to accompany 20 trades employees as they made their work rounds. Besides this being a great way for me to get to know our customers, it was also a way for me to experience their work environment first hand and at the same time learn their training needs.”

Rich Southers, Director, OAM/ORS, remembers in particular Ron's overall management of the NIH Apprenticeship Program. "The feedback we have received from the Department of Labor is that the NIH has one of the best, most well-managed programs in the Federal Government, and there are a number of individuals at the NIH who owe their success in the program and their current position of employment to the efforts that Ron put forward into making this a quality program."

Mr. Southers also recalls how Ron took his understanding of ORS and developed and adapted a program, not just of training, but also of career development, career resources, and transition management and planning that really benefited the ORS, and now the Office of Research Facilities. "He had a vision of how these different programs could truly support the work done here, which of course in the long run benefits all of NIH. Ron knew what was needed, and then got it done. The legacy that Ron created will not be forgotten."

**INFORMATION**

Nancy Ludewig  
Center for Career Resources  
301-402-1082

**50's A CROWD:  
KEEPING PUBLIC  
ASSEMBLY EVENTS SAFE**

A Public Assembly Event is defined by the National Fire Codes as a gathering of 50 or more people for almost any purpose including lectures, sporting events, entertainment, banquets and worship services. Public assembly events are typically held in structures that are classified as Assembly Occupancies; examples include auditoriums with fixed or loose chair seating, large conference rooms, exhibition halls, libraries and cafeterias.

NIH public assembly events are required to comply with specific life safety requirements. The Division of the Fire Marshal provides consultations, pre-event planning, open flame permits, approvals for interior finishes and decorative materials, fire protection surveys and crowd control.

Recent tragedies involving crowds in nightclubs and even on apartment building balconies demonstrate the importance of staff emergency preparedness and assistance in fire survival.

Support the personnel who oversee the various assembly occupancies in order to avoid the following problem conditions:

- Overcrowding
- Blocked or impaired exits or means of exit access such as aisles
- Chained or locked exits
- Storage of combustible materials in non-approved locations
- Improper use or control of smoking materials and open flames
- Disregard for the fire characteristics of non-approved interior finish and decorative materials

The safety of employees and visitors at public assembly events here is of paramount importance. If you are responsible for an event, you and your staff should devise an emergency plan with assistance from the Division of Emergency Preparedness and Coordination to help ensure that all are trained in emergency procedures.

**INFORMATION**

Division of the Fire Marshal  
301-496-1985



**WE WANT TO HEAR FROM YOU!** The Office of Research Services encourages you to submit questions, comments and suggestions about the services we provide to the NIH community. Someone from the ORS staff will respond to each question. Just e-mail, phone or fax your comments and questions to the appropriate location listed below.

For questions or comments about ORS services, contact the ORS Information Line:

**E-mail:** ORSInfo@mail.nih.gov  
**Phone:** 301-594-6677  
**Fax:** 301-402-2204  
**Website:** <http://www.nih.gov/od/ors/security/index.htm>

For questions or comments about articles in the *News2Use* or to suggest future story ideas:

**E-mail:** ORSNews2Use@mail.nih.gov

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