DOCID: 4011702
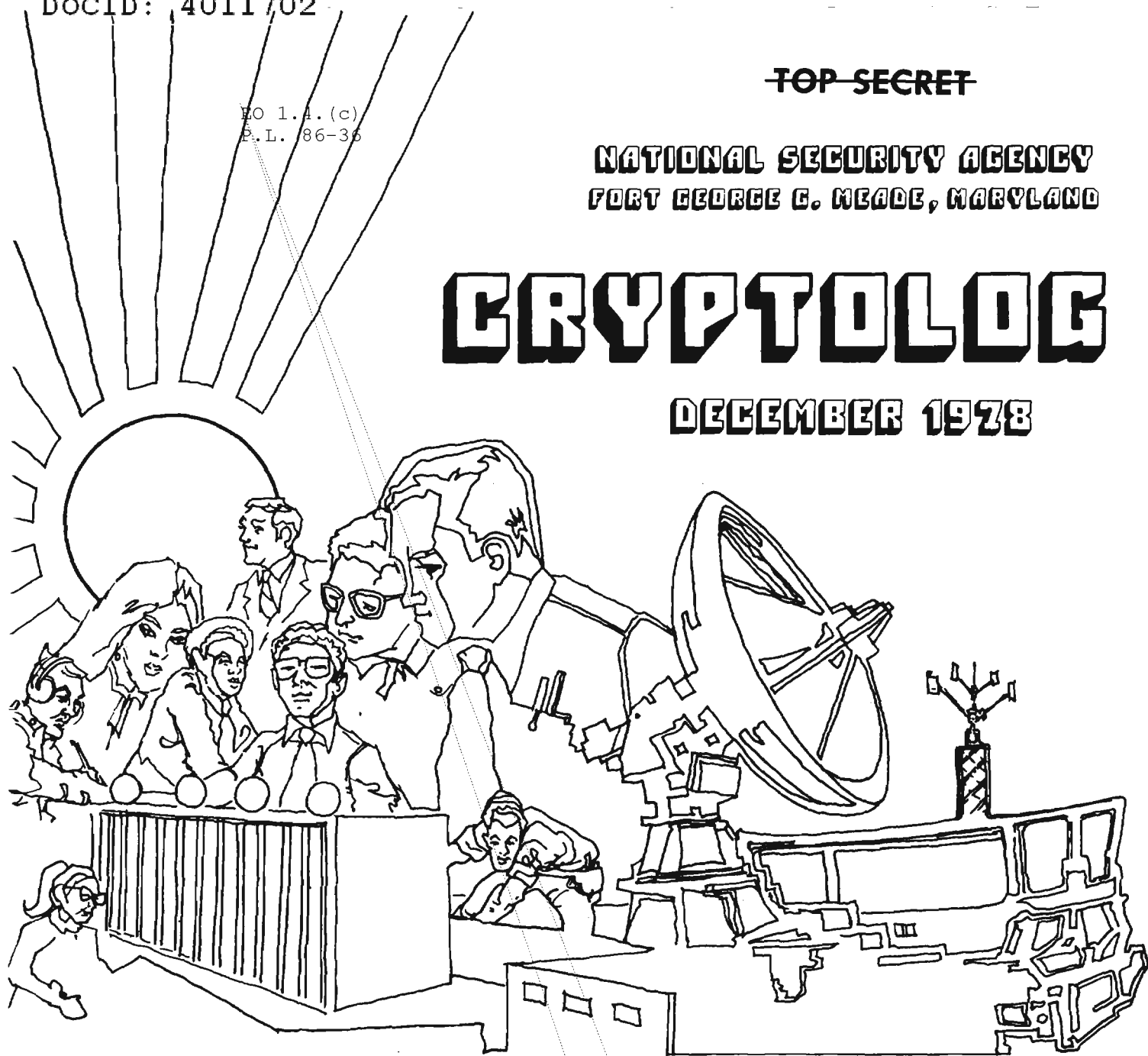
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P.L. 86-36

NATIONAL SECURITY AGENCY
FORT GEORGE G. MEADE, MARYLAND

CRYPTOLOG

DECEMBER 1978

P.L. 86-36

A V.I.P. TOUR THROUGH THE ATTIC OF N.S.O.C.

P.L. 86-36

A511

If you're walking along the east corridor of the third floor of the NSA Operations Building, you will find a purple door. A sign beside it identifies the organization: A511/COC. What goes on behind that purple door?

If you open that door and walk in at any time of the day or night, you might be confronted with the following scene:
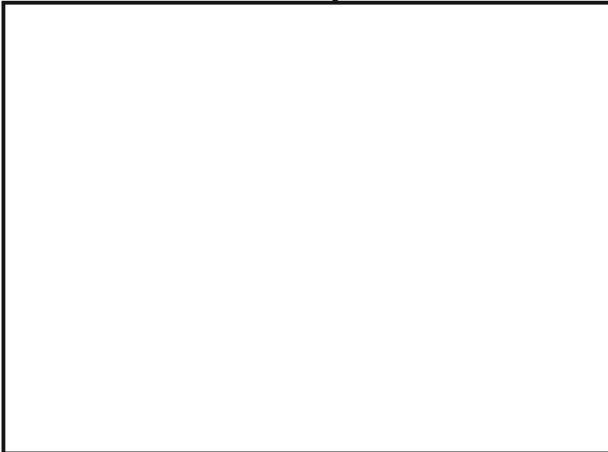
If you ask what's going on, someone may hand you a copy of USSID 115, which tells you that COC handles

But what's going on?

Would You Like a VIP Tour?

Excuse me! I'm the Chief of COC, and I understand your bewilderment. One of my pet peeves is listening to people who speak only in abbreviations, acronyms, and assorted

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technical jargon. Unfortunately, ours is a
highly specialized business that requires a
special language combining computer terms with
CA expressions and TA phrases, mingled with
signals notations and collection management
lingo. And then we throw in a little slang
of our own from time to time. But I'm happy
to translate! Let me offer you a VIP tour,
not because you're a Very Important Person --
that's assumed if you open our purple door -- but
because you deserve a Very Introspective Peek
into the world of COC.

This a very special tour that is not of-
fered every day of the week: it is tailored
primarily for your enjoyment and secondarily
for your enlightenment. It is also strictly
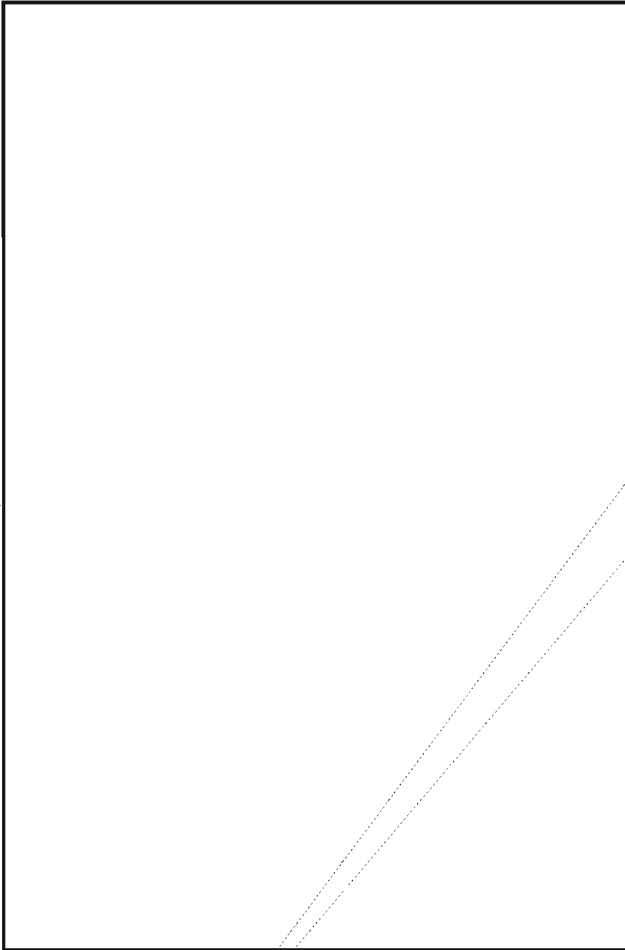unofficial, so I can feel free to express ob-
servations from my personal viewpoint, allow-
ing my boss(es) to disclaim reponsibility for
anything I say, which I am sure they wish they
could do more often. If, at the end of the
tour, you want to know more, please call me
on the secure phone, x4341s, and I'll be
happy to arrange an official tour.

What Is a COC?

COC, then, is a round-the-clock, current
operations center.

Why Is There a COC?

I think too often we plunge into the details
of what we are doing without challenging why.
Who needs a COC, anyway?

Yes, you may be thinking, but cryptanalysis
is not a real-time art. The craft of the
cryptanalyst is pursued slowly and methodically,
especially in unraveling the mysteries of mod-
ern encipherment schemes. Who needs a round-
the clock Operations Center to support that?

Your point is well taken, but bear with me
a moment longer.

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Who Invented COC?

No one did. Lots of people did. I imagine
the concept is about 20 years old, because it
takes a while for ideas, even good ones, to
get translated into workable processes and
organizations.

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TOP SECRET UMBRA

TOP SECRET UMBRA

Finale

Well, there you have it, a peek into COC from the point of view of the chief of the operation.

Our players arrive as a heterogeneous assortment of individuals -- old, young, black, white, male, female -- wearing different uniforms and playing different instruments, depending upon their SIGINT training and levels of professionalism. For one brief period in their careers, they join together to play a part upon which the full orchestra depends. I think they play it well.

COC can be a thankless business. Persons in the military can serve a tour at NSA on a watch team and depart without knowing the value of the contribution. Formal recognition for their services and personal appreciation is inadequately expressed. For the civilians who hav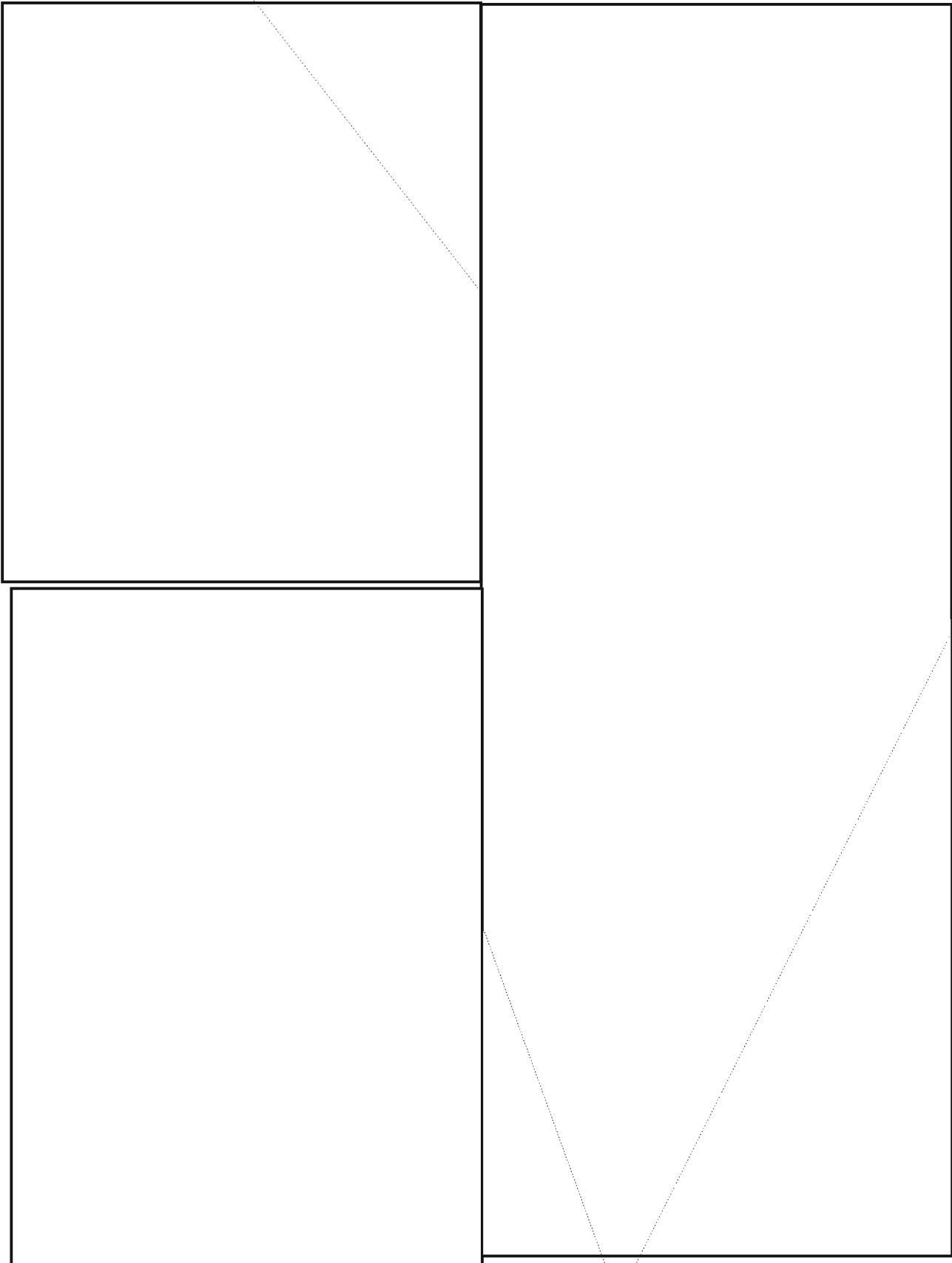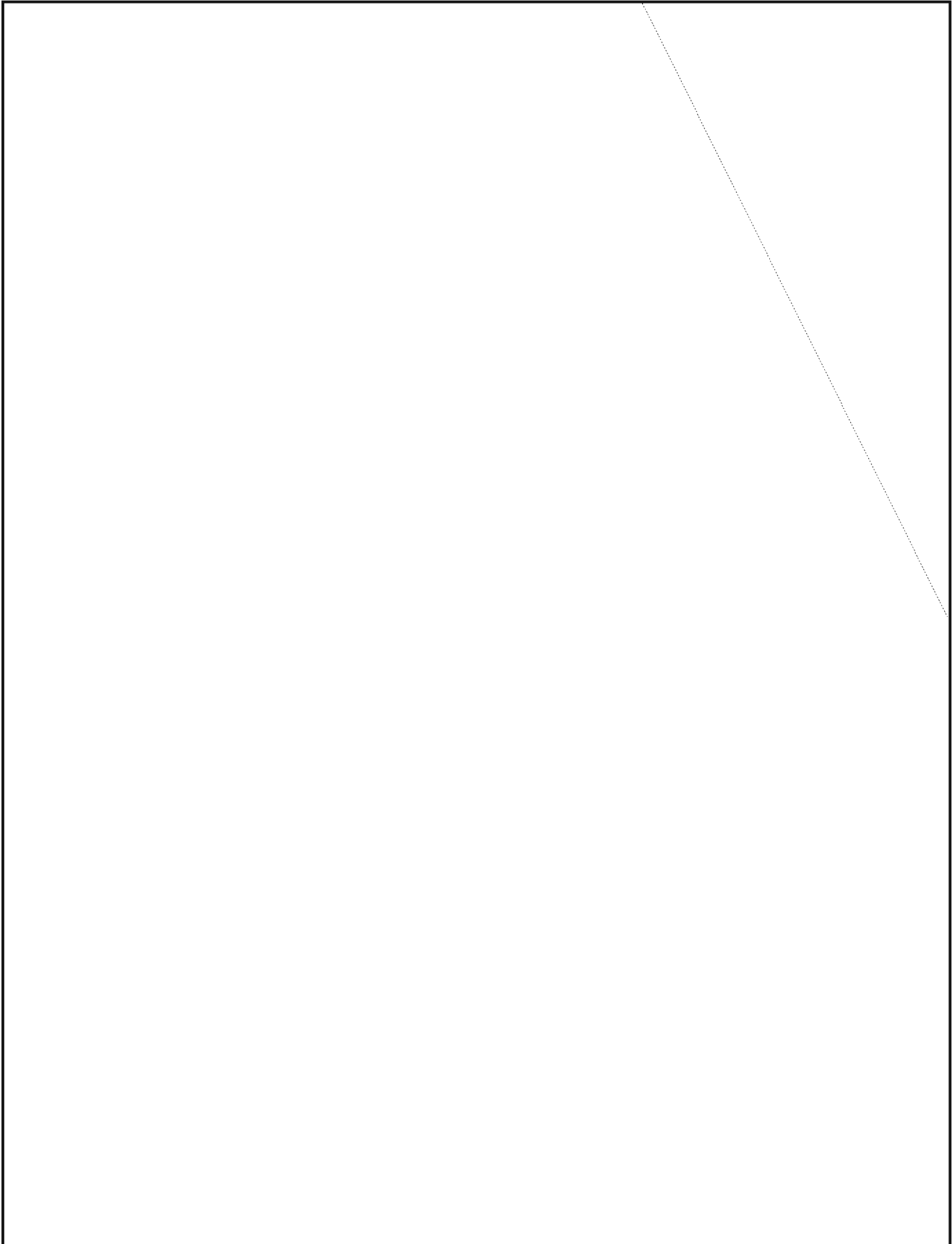e deep insights into the collection-coordination process and who make repeated judgments upon which successful collection so often depends, the job can be even more thankless, for promotions and opportunities for career advancement are notoriously limited.

I state this not as a complaint, but as a personal observation. I have also observed the value of self-satisfaction as a stimulus for motivation. Despite the criticism received about things in COC that were allegedly mishandled -- and they seem to be endless -- the COC worker can sense that because of his or her personal performance of duty -- on that lovely summer weekend, on that cold rainy night, on that snow day when everyone else got off because of hazardous road conditions, on each of the holidays

Some of the younger people who have passed through COC discover for the first time in their lives that the highest praise is that awarded by the respect of their peers, even when that praise is unspoken. They depart with a heightened sense of maturity that will prove meaningful throughout their lives.

At least I'd like to think so. End of speech. End of tour.

Oh yes, and one post-mortem. Why didn't I call this a VIP tour of COC? Well, I figure that just about everyone knows where NSOC is. I know that, every day as I pass those paneled walls leading from the escalator to NSOC, survey those splendid seals, and then climb one more flight of stairs to COC, I just have the feeling that I'm working in their attic. It's kind of a lofty idea!

(TSC)

a/k/a Sam

W. P. Meyer, T1213

On her birth certificate my granddaughter's name is ▮▮▮▮▮ I have never cared for the name, so I have always called her by her initials. When she was three, Sam came to live with me.

(b)(6)

Across the alley lived a little girl, the last of four children. Everyone in her family called her "Baby Doll." What her real name was, I do not know.

Recently I proudly took Sam to register for school and discovered that the school wisely asks, "Does your child recognize her name?"

Are you asking yourself, "What's the point? What does this have to do with me?" Well, before you answer yourself, answer these questions:

- Wherever you work in the Agency, do you, too, use pet names, favorite expressions, in-house jokes?

- In your writing, do you obscure your meaning by using jargon and filling paragraphs with unexpanded acronyms that some of your readers might not be familiar with?

- When you know the correct nomenclature, do you use it?

- "Does your work recognize its name -- the description you give it?"

If you *don't* know the correct word, what should you do? You should consult dictionaries, glossaries, and working aids. You should check with experts in the field, search the literature, check the state-of-the-art reports, and then, when all else fails, try the following:

		Telephone
Reference library	T1212	4169s
Technical library	T1213	5750s
Language library	P16/L	8-8873s
NDSC (NSA Data Standards Center) -- for matters pertaining to standardization	P13D	8-8715s

Keep this list near your telephone and add to it as you discover other sources of information.

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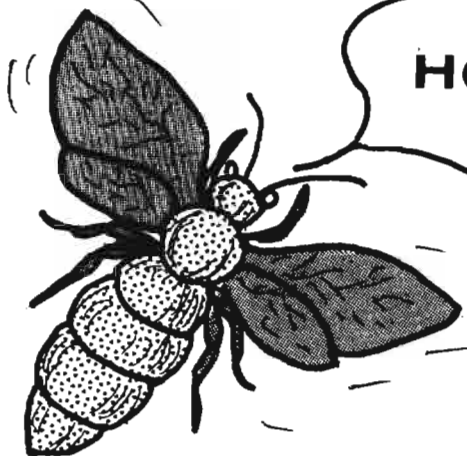
P-E-I...? I give up!

HOW DO YOU SPELL "PEKING"?

T1223 (NSA/CSS Geography and Map Library)

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Have you ever wondered about the many different ways for spelling the name of the capital of the People's Republic of China (PRC)? Should it be Pei-ching? Peiching? Peiping? Pei-p'ing? Pekin? Beijing? or Peking? Within NSA today, seven different spellings occur in the SIGINT On-Line Information System (SOLIS). Other spellings undoubtedly exist in other data bases. Why all the different versions of the name? Why isn't there one standard name, you ask? Why can't the matter be resolved once and for all?

The fundamental problem is not simple. It involves a tangled web of Chinese history, different systems for transcribing written Chinese characters into roman letters, several languages of China and their many dialects, the influence of foreign powers which once occupied portions of what is now Mainland China and established conventions of their own for spelling Chinese place names, and, last but not least, the emergence of the PRC as a recognized force in world affairs. Although the problem exists with many other Chinese geographic names, the capital of the PRC serves as a vivid example.

The history of the city of Peking[1] is the story of at least six town sites designated by eight place names since the eighth century B. C. Chi was the first known town on the site of modern Peking, followed by five others until the early fifteenth century, when the name Pei-p'ing ("Northern Peace") was changed to Pei-ching ("Northern Capital"). Pei-ching remained the imperial capital of China for almost 400 years. In 1928 the Chinese Nationalists moved the capital to Nanking but by 1949 Peking once again became the seat of government when it was proclaimed the capital of the PRC.

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[1]The Western conventional spelling of the name is used throughout this article.

Conventional (nonsystematic) spellings of Chinese place names abound, particularly in popular publications. The reason is that practically any Chinese ideographic character can be rendered in several different roman spellings, depending upon the transcription system used. Moreover, some of the transcription systems are more "scientific" than others, and incorporate diacritical marks that are often omitted in popular publications. But adding to the general confusion in specifically the case of Peking is that *two different names*, that is, two different sets of Chinese ideographs, are rendered by different transcription systems. The chart at the end of this article shows ten different spellings of the place name which occur frequently.

Wade-Giles Transcription

With the opening of China to Westerners in the mid-nineteenth century, there were efforts among missionaries and scholars to make written communication in the Chinese language more intelligible to the Western world. The system devised by Sir Thomas Wade for rendering Chinese in roman letters was later used by Herbert A. Giles in his *Chinese-English Dictionary* of 1912. Since publication of that dictionary, the Wade-Giles system for romanization has been the standard in the English-speaking world, although a few other systems also have had limited use.

Pinyin Transcription

The writing system in prevalent use in China still consists of the traditional Chinese characters, although several times since 1949 the PRC has simplified and reduced the number of characters in use. Within the PRC the *Hanyu Pinyin* romanization system for Chinese has been under study since about 1952. It is based on the pronunciation of Chinese in the Peking (or northern Mandarin) dialect. Pinyin romanization reached its present form

in 1958, when it was adopted by the PRC as a means of aiding the spread of literacy in modern Chinese throughout China. Chinese place names can be romanized from Chinese characters using either the Wade-Giles system or the Pinyin system, but generally only in terms of the Peking pronunciation on which both systems are based.

Spread of Pinyin Within the PRC and Internationally

The different names in current use for the city of Peking are typical of geographic name problems involving about three-fourths of the land area and 30 percent of the population of Mainland China. About 5-7 percent of the total population of the PRC uses languages which are not generally written in terms of Chinese ideographic characters. These languages, used in western and northwestern China, extend over more than one-fourth of the area of the country. The PRC government has introduced the use of separate roman script writing systems, each different from Pinyin, for the most widely used languages in those regions: Uighur, Mongolian, Chuang, and Tibetan. However, the PRC roman script form of place names is currently available for only a small number of the most prominent geographic features.

The standard Chinese language based on the Peking dialect is spreading rapidly among the approximately 30 percent of the population of China to whom it is a foreign language. Although Chinese characters continue in prevalent use in the PRC, roman script spellings -- in the form of Pinyin -- are being extended in use and, according to a delegation of U.S. linguists which visited China in late 1974, "progress is being made toward the final long-term PRC goal of replacing the traditional as well as the simplified [ideographic] characters." At the Sixth Session of the United Nations Group of Experts on Geographical Names which met in New York in March 1975, a three-member PRC delegation described the expanding use of Pinyin in China, in PRC international communications, at Chinese railroad stations, and on some maps and charts.

In August 1977 the Third United Nations Conference on the Standardization of Geographical Names, held in Athens, voted almost unanimously[2] in favor of a PRC resolution to accept the Pinyin method of romanization as an international standard. After the voting, the U.S. and U.K. representatives met with the PRC delegation to discuss the difficulties

which English-speaking nations would have in any mass conversion to Pinyin. The Chinese admitted that they too would have difficulties, and indicated they had no firm schedule for completing their internal conversion. The U.S. position on the use of Pinyin, expressed through members of the U.S. Board on Geographic Names (BGN), remains essentially as it was at the time of the Athens conference: "Conversion can be anticipated when adequate names information is available" from official PRC sources. The U.K. and Canadian views are similar. No one opposes the Chinese plan to employ Pinyin in China and no one over the long run opposes universal, international use of Pinyin. The problem is timing -- if one is obliged to convert immediately to Pinyin all the gazetteers[3], consisting of more than a quarter million geographic names given in Wade-Giles spellings and to do it without adequate sources. At present there are only two Pinyin sources: one Chinese-produced small-scale map of the PRC containing 3,750 names in Pinyin, and the 1977 edition of the *Atlas of the People's Republic of China -- Romanized Chinese Edition -- Pinyin*[4], containing approximately 20,000 place names in Pinyin. However, for the large Chinese land area involving the minority languages of Uighur, Tibetan, and Mongolian, the rules of transliteration ("pinyinization") and current sources are not available to geographers outside China. Therefore it is impossible to work out the Pinyin spellings of place names in those regions.

Interim Solution

Both theoretical and practical aspects of standardization of Chinese place names are the serious concern of members of the U.S. Board on Geographic Names and its U.K. counterpart, the Permanent Committee on Geographic Names for British Official Use (PCGN). If the English-speaking world is forced to abandon suddenly one standard (i.e., the Wade-Giles system) before having sufficient geographic-names information with which to implement confidently the new standard (i.e., the Pinyin system), only chaos will result. For the immediate future, members of the BGN believe that they must continue to use the Wade-Giles system as a standard until such a time in the future when considerably more than the present 20,000 Chinese place names are available in Chinese sources using Pinyin. In the interim, where critical, the BGN suggests use of dual names: the Wade-Giles standard rendition

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[2]The United States and the United Kingdom abstained; only Guatemala voted "No" on the resolution.

[3]The U.S. Board on Geographic Names *Official Standard Names Gazetteer of China* (1968, two volumes) contains 108,000 geographic names, all romanized by the Wade-Giles system. The U.K. PCGN also uses similar gazetteers.

[4]*ZHONGHUA RENMIN GONGHEGUO FEN SHENG DITUJI--HANYU PINYINBAN.*

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followed by the Pinyin equivalent (enclosed within brackets) for those place names given in the 1977 *Atlas*. Admittedly this procedure is awkward, but it is preferable to uncontrolled use of two separate systems or the complete abandonment of the old standard in exchange for a new and highly incomplete standard.

Today there are at least ten versions of the name of the capital of the PRC -- more than were used singly over the 2,800 years of Chinese history! The chart below shows how easy it is to derive this large number of alternate spellings by using two systems for romanizing the two different sets of Chinese characters, and then adding various foreign conventional forms and other spellings with or without diacritical marks.

So much for the problem and how it came to be. How does one resolve or limit the problem?

First: Adhere to the policy and recommendations on standard geographic names issued by the U.S. Board on Geographic Names. This is mandatory under Public Law 242, 80th Congress.

Second: Devise, for use in existing NSA/CSS data bases, methods that will equate the variants spellings of geographic names for the identical populated place or geographic feature.
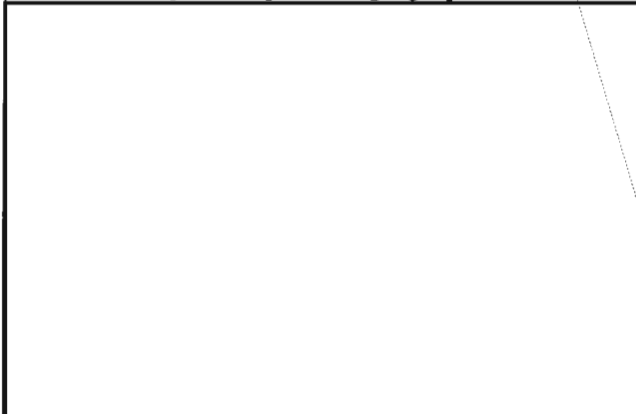
Fourth: When in doubt about the standard approved version or proper spelling of geographic names within China, or in any other country, consult the specialists in the NSA/CSS Geography and Map Library (T1223), either in person or by phone -- Room 1E145, 5585s.

DIFFERENT SPELLINGS OF THE NAME OF THE CAPITAL
OF THE PEOPLE'S REPUBLIC OF CHINA WITH NUMBER
OF OCCURRENCES IN SOLIS (EARLY 1978 SAMPLING)

| Chinese characters, with meaning	"Popular" (conventional) spellings		"Approved" spellings -- U.S. BGN & U.K. PCGN (Wade-Giles)	"Official" PRC spelling (Pinyin)	"Imitated pronunciation" spellings, with or without diacritics
	English	Spanish, French			
北京 -- "Northern Capital"	Peking[1] (1069)	Pekin[2] (0)	Pei-ching (3)	Beijing[3] (0)	Peiching (4371) Bei-jing[3] (0)
北平 -- "Northern Peace"	Peiping[1] (84)		Pei-p'ing[2] (0)	Beiping[3] (0)	Peip'ing (865)

[1]Spellings originated under the Chinese Post Office System for converting Chinese geographical names on the international level and widely used during the first half of the twentieth century; still used as the conventional forms in English-speaking countries.
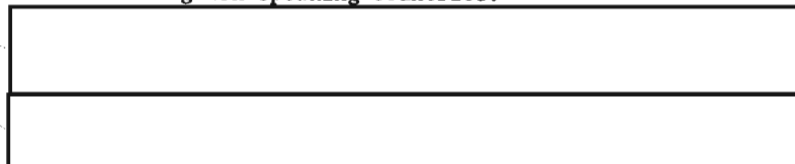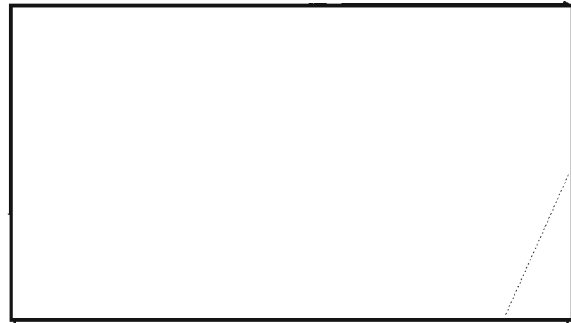
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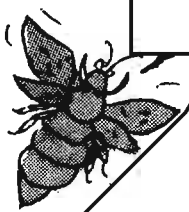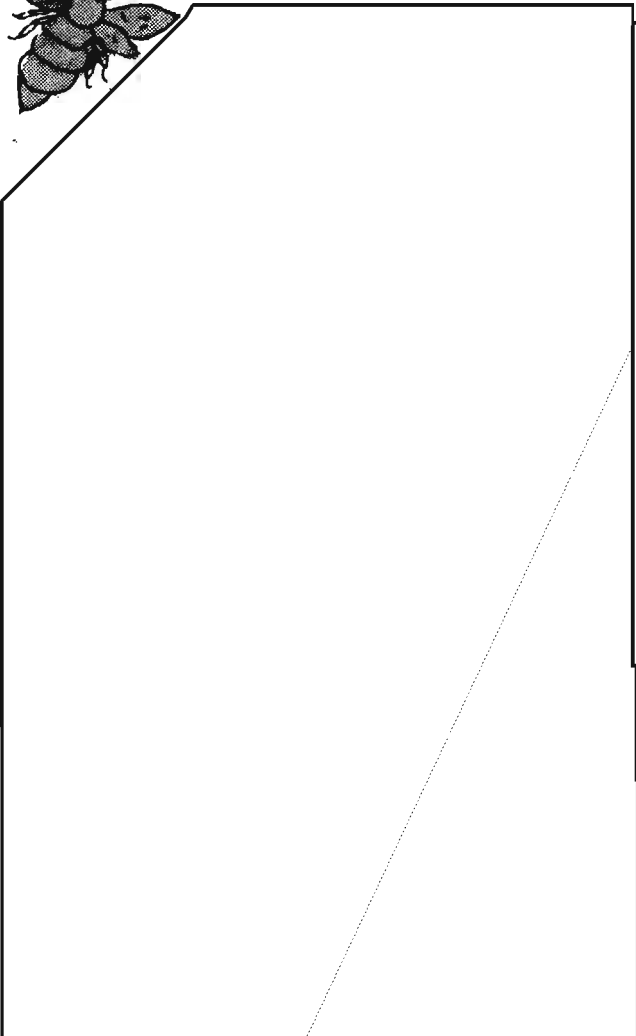
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Solution to
NSA-crostic
No. 19
(CRYPTOLOG, November 1978)
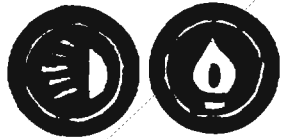
J[ack] Gurin, "Let's Hear It For
Humans," *Cryptologic Spectrum,*
Fall 1977, Vol. 7, No. 4:

"To illustrate human factors engineering
with a familiar example, you need look
no further than the automobile. . .
Serious accidents have resulted when the
driver, while proceeding at high speed,
shuts off his headlights in the belief
that he is just operating the cigarette
lighter."   (U)

Answer to
A SMALL PROBLEM
by [   ] P14   P.L. 86-36
(CRYPTOLOG, November 1978)

	0	1	2	3	4	5
00	L	A	C	N	W	M
01	C	B	Q	I	S	
02	Q	P	N	W		
03	N	H	I			
04	I	V				
05	W					

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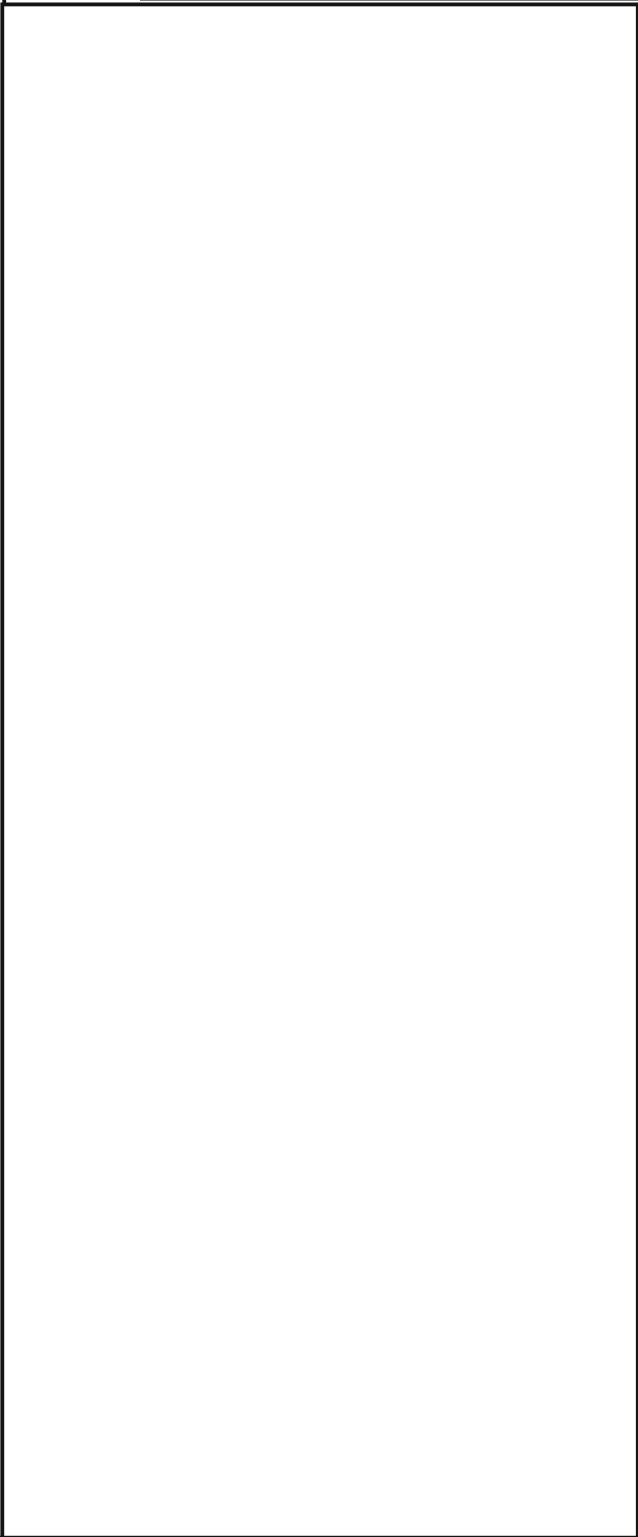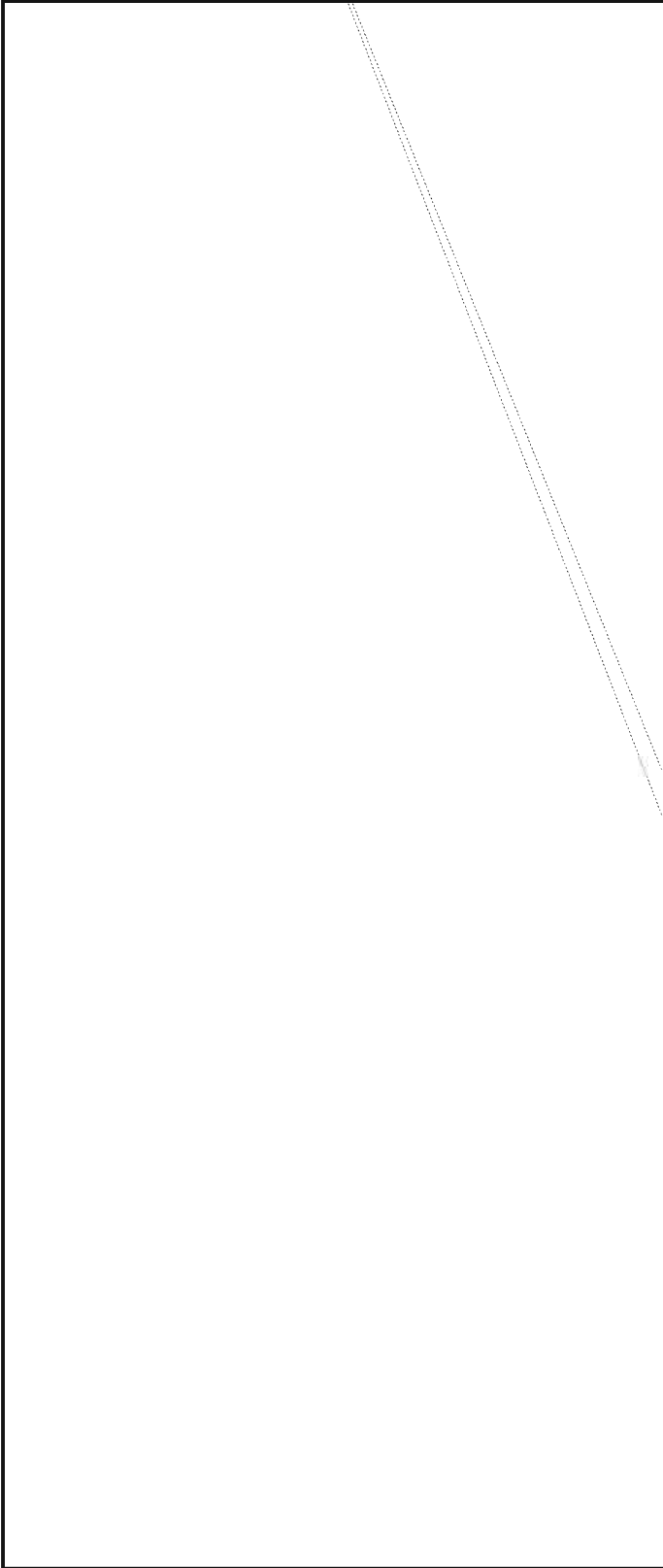
THE EDITOR'S PAGE (MORE OR LESS)
"No, No, Nanette!" Means "Yes"?

By A.J.S.

As the editor of a publication that prides itself on being highly readable, often colloquial, but always grammatical, I am sometimes surprised when people write letters to the editor carping about "errors" they have found. Does it surprise anyone to hear that there are other people who think a preposition is not a good word to end a sentence with? Or to hear that some people object to sentences beginning with "or" or "and"? Well, several months ago I was surprised to get a copy of CRYPTOLOG returned to me with one sentence underlined, "This is no radical concept that has never been tried before." The person returning the copy added a note, "Apparently, inclusion of a by-line has not guaranteed error free writing. I believe a double negative has managed to slip thru." I have to admit that I sent back a somewhat petulant note that mentioned "weasel words" such as "apparently," and also explained that having two negative words in one sentence does not make a "double negative." Leaving out the snappish remarks, this is what I wrote:

"The sentence 'This is no radical concept that has never been tried before' means exactly what John Mollick said -- it's *not* an idea that hasn't been tried before (it *has* been tried before -- his next sentences say so: 'A number of sister agencies have long attached the names of their analysts to their products. . .').

"You seem (note my weasel word?) to think that there is something *wrong* with two negatives in a sentence. There's nothing wrong if that's what you mean. Take, for example, a nasty lawyer trying to discredit the testimony of a young lady who is posing as a sweet innocent thing, but who really has been through the wringer: 'Ladies and gentlemen of the jury, the witness is no innocent young thing who has never been kissed.' That means she's *been* kissed -- and, in fact, the lawyer is casting aspersions on her reputation by using a literary trick called 'litotes.' It's using *negatives* to say what you want to say (a sneaky trick akin to the use of weasel words). 'I won't mention the fact that you lost my tennis racket. I won't mention the fact that you told my boy friend "She's no innocent young thing who's never been kissed." I won't mention the fact that you're always leaving things dripping over the towel rack. But one thing I *do* want to mention is the awful habit you have of "correcting" me when I'm not wrong!'"

The world must be full of "double-negative" spotters, because the *Washington Star* of 27 March 1978 printed the following letter:

"As a teacher of anti-gobbledygook courses for government agencies, I notice that in the last paragraph of your 'business profile' on 'Grammarians, Inc.' your reporter has Ms. Shapiro committing not just a *double* negative, but, if I am not mistaken [don't you just love those weasel words?], a *quadruple* negative: 'People really have *no* business *not* knowing how to write. . . because there's *not* an occupation in the entire world where a competent knowledge of language *isn't* useful.' A true mind-boggler! ('Occupation . . . where' is suspect too.)"

What is truly mind-boggling is that, in the 12 April 1978 issue of the *Star*, Ms. Shapiro, instead of saying, "Well, you *are* mistaken!", agrees with the nut, but blames the reporter who misquoted her. Discussing the "severe shock [that] occurs upon witnessing the transformation of one's spoken words into print," Ms. Shapiro states,

"The 'quadruple negative' pointed out by Reader Mary Bradford is a composite of several remarks made by both Ms. Candage and me. The opinion is ours; the phrasing is not. In sum, we at Grammarians, Inc., readily admit to a rare *faux pas* when speaking; however, we assure you that, when writing, we are as close to infallible as Strunk and White could possibly desire."

Swinging back from the outside jungle to the world of CRYPTOLOG, I want to give our readers this assurance: They may sleep easily at night knowing that the members of the Board of Editors are fully capable of spotting a true double negative whenever they see one, although they haven't seen none yet.

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12. PUBLICATIONS *(List titles; do not confuse this with reports prepared as a regular part of the job)*	DATE
# SOME TIPS ON GETTING PROMOTED Article based on talk given in April 1978 to WIN (Women in NSA)	CRYPTOLOG, Dec 1978

Promotion. The word inevitably stirs response of some kind in every red-blooded NSA employee: hope, pleasure, challenge; despair, frustration, disappointment; even inertia, resentment, resignation. Despite disparate views on promotion, most people share -- openly or secretly -- a common desire to be promoted. And many also share, I think, a common lack of understanding about the promotion process here at NSA and a lack of knowledge about the part they play in it.

This article mainly addresses promotions to grades 13 through 15 and discusses two subjects which are fundamental to those promotions -- Personnel Summaries and Promotion Files. Both are critically important to you, the employee, because they are critically important to the promotion process here at NSA. Witness these two points:

- *your Promotion File represents you to a promotion board,* and
- *you personally write only one document in that file -- your Personnel Summary.*

Promotion Files described in this article are the ones regularly kept only for people of grades 12 through 14, for use by the three NSA-wide Boards that handle promotions for grades 13 through 15. These Promotion Files are described in the final section of this article. Promotions below grade 13 are handled by local organizations whose practices vary on maintenance of personnel files and their use in the promotion process.

Personnel Summaries, on the other hand, are important to everyone, regardless of grade. For grades 12 through 14, the formal promotion process requires that every Promotion File, hence every Personnel Summary, be reviewed during every promotion cycle. For grades up through 12, some local promotion boards use them as well. I recently chaired a local promotion board in my parent organization, S1, and we routinely reviewed Personnel Summaries of grades 2 through 11 each time we met. Personnel Summaries have still other uses: for overseas assignments; for transferring to a new job; for some types of training. Whenever, in fact, official information on you and your career is needed, the Personnel Summary may be used. The first and major part of this article presents tips on how you should write your all-important Personnel Summary.

The ideas in this article are my own. I am not an expert on personnel matters and do not mean to appear to be. Though I am currently serving on the Agency Grade 14 Promotion Board, my experience there has simply confirmed long-held impressions and reinforced my belief about the critical importance of the two topics covered in this article.

Personnel Summaries

Many consider Personnel Summaries to be the bane of their existence. Some don't take them seriously. Others fill them out casually. And most of us write them because we're forced to. Whatever you feel about Personnel Summaries, you should recognize why a Personnel Summary is important, who is responsible for filling it out, when it should be filed, and how to get it filed.

Why Important?

Why is your Personnel Summary important? Because it is an essential document in your Promotion File, the one that describes your complete NSA life: your jobs, your accomplishments, your training, your awards. It is no secret what things are deemed desirable for promotion. The information you provide in your Personnel Summary constitutes a list of the very things judged important when selecting people for promotion, *to any grade.* Your Promotion File represents you to the Board; it is one of the most important sources of information about you available to them. Board members cannot be expected to have personal knowledge of you in a large Agency like NSA. True, if you are fortunate enough to be nominated for promotion, then a written recommendation about your accomplishments and qualifications is included in your Promotion File. Otherwise, *your Personnel Summary is it!* Since every Promotion File contains one and you write it, it is your chance to describe what you have done. No one knows it better. And if you do not say it, it may not get said at all.

Who Is Responsible?

Who is reponsible for your Personnel Summary? *You* are! You are responsible for filling it out initially (within 90 days after promotion to grade 12 through 14) and then for updating it. Do not expect your office to remind you. It is your responsibility. Though Personnel Summaries are not required for them, I also urge people in grades *below 12* to fill out Personnel Summaries and to update them periodically. Get into the habit now, for it is easier to do it routinely and gradually than suddenly in one big lump when you do become a 12. Also, I think it shows supervisors that

you are a person of initiative with serious career intentions.

When to File

As I mentioned in the previous paragraph, you are required to update your Personnel Summary within 90 days after promotion to grades 12 through 14. I recommend you also do it whenever a major event occurs, such as when you: transfer to a new organization or job; become a supervisor or assume major new duties; receive a major award, professional certification, or educational degree. Otherwise, plan to do it annually, in synchrony with the promotion board cycles. Currently the grade 13 Board meets four times a year; the grade 14 and 15 Boards meet twice. If your updated Personnel Summary is *in your file* by 1 January or 1 July, you will satisfy all Boards. (Since Promotion Boards are appointed for a calendar year, I recommend January.) I simplify updating my own Summary by following a practice I use to keep track of income tax deductions: whenever anything of importance occurs, I jot it down on a slip of paper with the date and stick the paper into a file. When the time comes to update, I have all the information at hand and the job is nearly done.

Tips on How to Write a Personnel Summary

The following paragraphs describe ways to write a Personnel Summary. These are my personal ideas, and some people -- even you -- may not agree with them. So be it. But I hope to stimulate you to think seriously about Personnel Summaries and to try to help you to write a better one. My aim is to give you a start and hope that you will take it from there.

My best general advice is to be succinct. Say what you have to say briefly, concisely and clearly. Do not write the Great American Novel and ramble on for 20 pages. On the other hand, avoid being too brief and selling yourself short. (I am surprised at the number of people who write one-liners!) Do not try to upstage Agatha Christie and write a mystery story, but avoid too much excruciating detail. Write your Personnel Summary so that a busy person, who is reading hundreds of Promotion Files, can understand and appreciate it quickly and, you hope, be impressed enough to single out your file for special consideration.

Personnel Summaries are written on Form P3267 (REV Feb 76) which is available in your office or from the NSA Supply Room. The first page contains seven items. Fig. 1 shows the first four:

AS OF (date)	1. NAME (as it appears on official records) (Last, all capital letters)		(first)	(middle)
Dec 1978	Smith		Jane	Anne

2. EMPLOYEE IDENTIFICATION (SSN)	3. CRYPTOLOGIC SERVICE MILITARY (i.e., ASA, AFSS, NSG, NSA) (years)	(months)	CIVILIAN (years)	(months)	4. TOTAL FEDERAL SERVICE	
123-45-6789	3	2	12	9	15 yrs 11 mos	

Fig. 1

The "As of" date should never be over a year old. Some files contain Personnel Summaries so ancient that the paper has turned yellow! An out-of-date summary raises some rather unflattering -- to you -- questions in the mind of the reader. Are you lazy? Are you so disorganized you cannot remember to update it? Don't you care?

One sees many Personnel Summaries with only

the dates changed -- the correction tape over the date is obvious in the reproduced copy. This is often done, and rightly so, to save retyping when there are no major changes to report. But what if there *are* important changes in your job and you don't record them? Look below at Item 6, "Experience" (Fig. 2), taken from a *supposedly* current Personnel Summary:

6. NSA/CSS OR SCA CIVILIAN EXPERIENCE				
TITLE	GRADE	DATE OF ACTION	AGENCY	ORGANIZATION
A. CURRENT ASSIGNMENT (Functional/Job Title, e.g., Chief, Data Storage Equipment Division; if none, use job title reflected on 3150 or SF 50) Traffic Analyst	12	Jan 1976		B111
B. TITLE OF LAST PROMOTION Traffic Analyst	12	Apr 1970		B9
C. INITIAL ASSIGNMENT Analyst	5	Jun 1958		ALLO

Fig. 2

To the eye, Item 6 in Fig. 2 looks fine. However, this person is no longer a Traffic Analyst in B111. He has transferred to a new job -- a supervisory one -- and he is now Chief, Processing and Analysis Division, X35. *But how is the Board to know?* The problem is magnified if this person is nominated for promotion. The documentation that accompanies the nomination describes the person's *current* job, with the result that the two documents -- the nomination and the Personnel Summary -- do not match. How does that look to a Board?

Again, what does it say about you and your sense of responsibility?

When listing your current job title in Item 6, be sure to use the *functional* job title if you have one. For example: D/Chief, Data Storage Division; Project Manager for XXXX; Russian Language Instructor. Otherwise, use job titles as shown on the form.

Now let's go back to Item 5, your educational record (Fig. 3):

5. EDUCATION *(List most recent first)*			
SCHOOL *(Include Joint or Senior Service Colleges; also, any substantial work done toward a degree, but for which no degree was awarded)*	DEGREE	MAJOR FIELD	DATES *(If great span of time Involved, indicate reason, e.g. (Night))*
University of Maryland	MA (20 credits)	International Relations	1976-78 Nights
Armed Forces Staff College	Diploma	--	1975
University of Maryland (Cum Laude, Phi Beta Kappa, Honors in History)	BA	History and Political Science	1971-1973
Anne Arundel Community College	Assoc.	History	1960-71
Bowie High School	Diploma	College Prep	1969

Fig. 3

List these in reverse chronological order, with the most recent first. Include all education for which you earned a degree and use "Diploma" to indicate completion of a joint or service school. Also include substantial work toward another degree. If any of these took extended time, indicate why (as "Nights"). And I suggest you state any graduation honors here, to highlight them.

Item 7, "Commendations and Awards," should also be in reverse chronological order. Fig. 4 shows some examples of the kinds of things to include.

7. COMMENDATIONS AND AWARDS *(e.g. Meritorious Civilian Service Awards, Outstanding Performance Appraisals, Letters of Commendation from Chiefs of major organizations or higher) (List most recent first)*	DATE
Letter of Appreciation, Chief A	1978
Level 7 Performance Rating	1977
Outstanding Performance Ratings	1975, 73, 69
QSI	1974
SSWP	1968
Meritorious Civilian Service Award	1965
NCS Teacher of the Year	1960
First Prize, CLA Essay Contest	1959
NSA Scholarship	1958

Fig. 4

Include Letters of Appreciation only if they are from an Office Chief or higher (for grades below 12 I think this rule may be relaxed) and be sure that copies of such letters are in your Promotion File. List level-7 performance ratings, but not level-6. Also list any special Agency awards or scholarships you may have received. Professionalization certifications belong in Item 16, and extra-curricular activities should be entered in Item 14 -- do not include them here.

Page 2 of Form P3267 contains two items. At the top, Item 8 provides space for summarizing your "Current Assignment" (Fig. 5). Begin this paragraph by giving your functional job title, the name of your immediate organization, date of appointment, and names of ascending key organizations.

8. SUMMARY OF CURRENT ASSIGNMENT

D/Chief, Support Staff (Z13), Office of Facilities (Z1), Computer Services Organization (Z).

Since April 1973 Mrs. Jones has been responsible for managing. . .

Fig. 5

Then list your major responsibilities, following these recommendations:

- Use narrative style (not outline form),

- Use complete sentences,

- Use third-person forms (not "I was responsible for...," but "Mrs. Jones was responsible for...")

Note that your supervisor's signature is required in Item 8 as verification.

Item 9, at the bottom of page 2, is the "Summary of All Previous Civilian and Military Service of a Cryptologic Nature." This is probably the most difficult part of the form to fill out. The longer your career, the more you have to tell about. If there is not enough space provided in Item 9 to hold all the information requested, you should use as many additional plain sheets as necessary, labeling each with your name, SSN, and page number.

This is likely to be the longest section, so it is important to try to make it clear and readable. You do not have to be an accomplished writer or even to have any special writing skill. Just be direct, factual, and as concise as possible. Follow instructions given above for Item 8 (use narrative style, complete sentences, third-person forms). In addition, follow these suggestions:

- Use *chronological* order ("Begin with oldest assignment and end with most recent"). Note that this is *not* "reverse chronological order," as in some of the other items;

- Use one paragraph per job;

- Start paragraph with vital information: dates, functional job title, immediate organization and up;

- Identify organizations, projects, systems, etc.

Notice that I said to identify "organizations, projects, systems, etc." Otherwise, you end up writing a mystery story, like this one:

"From August 1960 to January 1964, Mr. Smith was Chief of A13 where he was responsible for managing all aspects of Project SUCHNSUCH. He also provided technical assistance to several important systems under study by another division: XYZQ and ABCJ."

The only really clear thing in this paragraph is the date! Who remembers what A13 was in the early 1960s? What in heaven's name was SUCHNSUCH? What were systems "XYZQ and ABCJ"? And so on! How much clearer, and how much more professional if this had been written instead (Fig. 6a):

9. SUMMARY OF ALL PREVIOUS CIVILIAN AND MILITARY SERVICE OF A CRYPTOLOGIC NATURE *(List in chronological order - begin with oldest assignment and end with most recent; indicate location, functional/job title and dates)*

From August 1960 to January 1964, Mr. Smith was Chief of the Nonesuch Reporting Division (A13) in the Office of Overall Reporting (A1) in the General Analysis and Reporting Group (A). He was responsible for managing all aspects of Project SUCHNSUCH (full-text automation of Nonesuch reports) and provided technical assistance to several important systems under study by another division: XYZQ (system for automating. . .) and ABCJ (system for . . .).

Fig. 6a

If you wish, you may use a space-saving format, with an offset header (for dates, jobs, and organizations) followed by a colon and and a list, as in Fig. 6b:

9. SUMMARY OF ALL PREVIOUS CIVILIAN AND MILITARY SERVICE OF A CRYPTOLOGIC NATURE *(List in chronological order - begin with oldest assignment and end with most recent; indicate location, functional/job title and dates)*

August 1960 to January 1964
Chief, Nonesuch Reporting Division (A13), Office of Overall Reporting (A1),
General Analysis and Reporting Group (A):

Mr. Smith was responsible for managing: SUCHNSUCH (full-text automation of Nonesuch reports), all reporting on . . ., and providing technical assistance to another division on several important systems, such as XYZQ (system for automating . . .) and ABCJ (system for . . .).

Fig. 6b

These may seem like small things to you, but they have a big impact on improving the readability of your Personnel Summary. You do want people to read it, don't you? As the final test, I recommend that you ask a friend to read your Personnel Summary critically to

see if it is indeed clear and to the point. Preferably that friend should pretend that you are *not* a friend, but a complete stranger who wants to know everything about you. Does your Personnel Summary present you as a clear-writing (and, presumably, clear-thinking), forceful, direct person, or as an imprecise, vague person carrying out "various" unexplained duties? Rewrite your Summary, and especially Item 9, until anyone who reads it -- not just your friends who have known you for years -- can get a clear picture of what you have done and why you are promotable.

Page 3 of the form contains four items, the top three of which are often ignored -- or so it seems when they are so frequently left blank: "Field Assignments," "Related Experi-

ence" and "Publications." If you have pertinent information on any of these, put it in.

For Item 10, "Field Assignments" (Fig. 7), be sure to give both the organizational and functional titles and the inclusive dates. These items are in *reverse* chronologcal order. Incidentally, regular updating of Personnel Summaries seems to be a special problem for people assigned to the field. Their Personnel Summaries are rarely updated while they are away from Fort Meade/FANX and consequently the promotion boards often have no knowledge whatever about what the person is doing during an important 2- or 3-year period. I urge people to file yearly updated Personnel Summaries while they are on field assignments.

10. CRYPTOLOGIC COMMUNITY FIELD ASSIGNMENTS *(CONUS and Overseas) (List most recent first)*			
ORGANIZATION	LOCATION	FUNCTIONAL/JOB TITLE	DATES
F06	Timbuck	Station Chief	1975-78
F99	Eden	Engineer	1969-72
F17	Nowhere	Analyst	1965 (Jan-Mar)

Fig. 7

For Item 11, "Other Civilian/Military Experience" (Fig. 8), include those things that show you possess skills that may apply to your NSA job, such as teaching, managing, and organizing. These are also in reverse chronological order. For example:

11. OTHER CIVILIAN/MILITARY EXPERIENCE WHICH MAY BE RELATED TO AN NSA/CSS OR SCA POSITION			
ORGANIZATION	LOCATION	FUNCTIONAL/JOB TITLE	DATES
Army Reserve	Ft. Meade, Md.	Platoon Leader	1971 to present
G.W. Univ.	Washington, D. C.	Lecturer in Computer Science	1968-1970
Summer Camp	Arlington, Va.	Director	1965

Fig. 8

Item 12 is "Publications" (Fig. 9). I am disappointed that so few files list any publications. Since publications *are* included in the Personnel Summary, NSA must consider writing to be an important skill. Managers, for example, spend a lot of time writing. And good writing comes from practice. Fortunately for us, NSA offers many opportunities to publish. If you have been looking for places to express your views, here they are:

NSA Technical Journal
Cryptologic Spectrum
CRYPTOLOG
Field Information Letter

· Essay Contests (Learned Organizations --
 CMI, CLA, CAA)
 CISI Spring Conference
 Cryptologic History Series
 NCS courses
 Informal Agency newsletters such as
 SOLIS Newsletter and the previously
 published *Bits and Bytes, Dragon Seeds, Keyword, Quarterly Review for Linguists.*

The editors of all these publications welcome your contributions. Try to have some published works and major reports (though not regular ones produced as part of your job) to list on your Personnel Summary. It just may help to attract attention to your File!

12. PUBLICATIONS *(List titles; do not confuse this with reports prepared as a regular part of the job)*	DATE
"Project SUCHNSUCH -- A Personal View" -- article based on talk given in April 1978 to Computer and Information Sciences Institute (CISI)	CRYPTOLOG, Dec 1978

Fig. 9

The next three sections, all part of Item 13 on the form, are meant to show "Highlights in the Area of Self Development" in your professional life -- past, present, and future. The format is the same for all three sections. Fig. 10 gives some examples for "A. Past." List here the things that are completed, such as past membership in professional societies

and education not already listed in Item 5. Courses taken at NSA belong here. Follow the example and identify the courses by title and course number. In the rightmost column, you can indicate things like "Top student" or special honors. You can leave this column blank if nothing applies.

13. HIGHLIGHTS IN THE AREA OF SELF DEVELOPMENT: *(Chronologically list all formal NSA/CSS/SCA, college level or technical courses (military or civilian) as well as membership in either NSA/CSS/SCA or external professional societies) (Exclude those for which a degree was subsequently awarded)*

	SUBJECT/SOCIETY	PLACE	DATES (from - to)	DURATION OR LENGTH	DEGREE	SPECIALTY/ OFFICE HELD
A. PAST	Zeta Eta Eta (French Honorary	University	1965-68	--	--	President, 1967
	MS-111 (Briefing Skills)	NSA	1968	49 hrs	S	--
	MG-444 (Management Analysis	NSA	1971	120 hrs	A	Top student
	CMI	NSA	1971-present	--	--	Member

Fig. 10

The first two items on page 4, the last page of the form, are "B. Present" and "C. Future" highlights in your self-development (sections not reproduced here). These sections are to be filled out in the same manner as "A. Past." Future plans might include such things as your plans to attain another specified certification, change career fields, join a professional society.

Item 14, "Other Achievements" (Fig. 11), pro-

vides space for showing your self-development in your nonprofessional life. Many people leave this blank. If you do, I think you are missing a big opportunity to provide a rounded picture of yourself to the Promotion Board. If you are active in areas like those listed below, I encourage you to list them. Show by your non-job-related activities that you have other interests -- and other talents.

14. OTHER ACHIEVEMENTS *(In brief, list all NSA/CSS/SCA affiliate endeavors, which are not necessarily a part of your assigned duties, i.e., Civilian Welfare Council, GEBA, NSA/CSS/SCA club, etc; Civic or Community efforts may be included)*

ACTIVITY	INCLUSIVE DATES	CAPACITY IN WHICH SERVING/SERVED
NSA:		
Civilian Welfare Council	1967-1969	B Group representative
Credit Union	1970-1973	Member, Board of Governors
GEBA	1976-present	Member, Board of Directors
NSA Jazz Band	1970-present	Member
Travel Club	1972-present	Member; President, 1976-78
United Givers Fund Campaign	1977	Keyman, B Group
Community:		
Church, Scouts, recreational activities, civic associations, PTA		(Provide appropriate information)

Fig. 11

Item 15 (not reproduced here) provides space for you to list your job-related or self-improvement "Reading Achievements" -- in-house publications, professional journals, foreign-language material. Please do not list your pleasure reading, especially not "Playboy." Board members have seen that one so

often, they are weary of it!

"Professionalization" certifications are to be listed in Item 16 (Fig. 12). If you have more than one, be sure to list them all, with the dates awarded. If you are about to receive still another, note this in parentheses, as shown:

16. PROFESSIONALIZATION *(List professional certification(s))*

CERTIFICATION		CERTIFYING PANEL (S)
TITLE	DATE	
Cryptanalyst	12 Jun 1970	Cryptanalysis Career Panel
Education and Training Officer	1 Sep 1973	Education Career Panel
Traffic Analyst (Lack only Part 3 of PQE for certification -- scheduled to take test in Nov 77)		

Fig. 12

UNCLASSIFIED

Finally, sign the form, date it, and affix the proper security classification. Take this last responsibility seriously and do it carefully, seeking help from experts if you need it. Underclassifying or overclassifying looks bad to a Board because Boards expect that by grade 12 you should know how to classify correctly or know where to find help.

Instructions for filling out Personnel Summaries are contained in the *NSA Personnel Management Manual*, Chapter 302B (Jul 76), which every major office has. Your own office will handle the filing of your Personnel Summary for you. It will reproduce multiple copies of it, some for retention in local organizational files, one for you, and (for grades 12 through 14), some for sending through channels to your Promotion File in M3.

Promotion Files

Promotion Files are not to be confused with Personnel Files, often called "201 Files." The Office of Personnel, specifically M3, maintains both. There is an official Personnel File for every NSA employee. It documents all formal activity in connection with your NSA life: hiring, performance appraisals, training, job or organizational changes, etc. There are official Promotion Files only for employees in grades 12 through 14. Local organizations often maintain abbreviated versions of the 201 File on all their employees (and some may also keep a Promotion File). Official Promotion Files are the files that are being discussed here -- the files used by the three Agency Promotion Boards when considering people for promotion to grades 13 through 15. I am going to tell you what should be in your Pro-

motion File, how you can make arrangements to see yours, and how you can update it.

Your Promotion File should contain:

- Personnel Summary (current within one year);
- Certification documentation (in the form of a computer printout or a letter from the certifying Panel);
- Recommendation for promotion from Key Component, if you are recommended. (Since Promotion Files are shown to you intact, with nothing removed, you can see the recommendation on you if there is one, or know you are not currently being recommended if there is not.)

In addition, your Promotion File should contain, *for your current grade only* (information from previous grades is purged):

- Performance appraisals;
- Inventory of Attributes (If you are a 12 or above, this is part of your official Performance Appraisal. However, you may never have seen it or even know it exists because, until recently, it was a private document and was generally not shown to employees. Nowadays the sheet is green but it used to be yellow, and many files still contain copies of "yellow sheets").

Fig. 13 shows the form for the Inventory of Attributes. Rating is on a scale of 00 through 99, and space is provided on the right for narrative comments. Like the information in a Personnel Summary, the items in the Inventory of Attributes

(24)	A. Innovativeness: Consider how well the individual provides problem solutions, shows ingenuity and creativity and pioneers in seeking new ways to complete work faster and more accurately.	
(25)	B. Effectiveness in working with people: Consider how well the individual meets and deals with others, his/her effectiveness in establishing and maintaining working relationships with peers, subordinates and supervisors.	
(26)	C. Drive and Initiative: Consider the extent to which the individual demonstrates attributes such as forcefullness, aggressiveness and enthusiasm.	
(27)	D. Personal Characteristics: Consider all personal characteristics as they affect the individual's job performance.	
Present (28) Higher (29)	E. Subject-matter knowledge: Consider the individual's depth and breath of knowledges and skills required at his/her present and next higher grade.	
(30)	F. Advancement potential: Consider how the individual compares with others for advancement to a position of greater responsibility and his/her overall capability for progression within the career field.	

Fig. 13

constitute a list of some of the most import-
ant things (in this case, personal quali-
ties) judged desirable for determining a
person's promotability.

You may be concerned about the inevita-
ble unevenness among supervisors' ratings
on Performance Appraisals and Inventories
of Attributes. Promotion Boards have
access to detailed information (large com-
puter runs) about all raters. This in-
formation shows them who the "hard" raters
and who the "easy" raters are and helps
the Boards to normalize the ratings.

- Peer group ranking (was used in 1976 only);

- Individual Career Appraisal and Develop-
ment Plan. (This was a formal part of the
performance appraisal in 1975 only.
Since then, it is required only for major
events such as transfer or promotion, or
upon request by you. I encourage you to
file an updated one annually, even if it
means only that you review and confirm.
last year's. At the very least it as-
sures you a regular career-planning
session with your supervisor and demon-
strates your continuing sincere interest
in a career);

- Laudatory and commendatory correspondence.
(Ordinarily these are to be from Office
level or higher. But if you have some-
thing noteworthy you would like to in-
clude, send a copy to M35 and let them
decide.)

The keeper of Promotion Files is Miss
Audrey _____ in M32. To review your pro-
motion File, call her on 3191s and make an
appointment to see her in Room OS081. You
may talk to her about adding items to your
file if you notice that something is missing.
And if you disagree with something in your
file or think it is incorrect, call her atten-
tion to it. Depending on what it is, she may
suggest that you discuss the matter with your
supervisor, and then advise you about the pos-
sibility of your inserting something in the
file to explain your views, as is usually
allowed. M3 encourages you to look at your
Promotion File and welcomes your help in
keeping it up to date and complete.

In conclusion, two points already men-
tioned sum up the main ideas with which I
would leave you:

- *Your* Promotion File represents *you*,

- *You* write *your* Personnel Summary.

Improve your promotability! Increase your
chances of getting promoted by making sure
that your Promotion File is complete and that
your Personnel Summary is up to date and
clearly written. It's up to you!

Update your Personnel Summary now and file it by 1 January!

AGENCY ENCOURAGES SUMMER LANGUAGE STUDY

Dan Buckley, M03

If you are in a language job and haven't seen
Personnel Management Bulletin (PMB) 13-78, 22
August 1978, you might want to ask your
admin people about it. The PMB describes a pro-
gram under which the Agency continues to pay your
salary while you attend an intensive summer lan-
guage school (Middlebury, etc.). The Agency does
not pay tuition, travel, or other costs -- you
have to pay them.

The program is aimed at, but not limited to,
Level-2 Language and Voice Language Technicians who
are willing to take on some of the expense of
upgrading their skills. Essentially, you must
show a job-related need for the training and get
managerial approval, but there are certain prereq-
uisites. Check out the PMB, talk to your boss, and,
if you qualify, talk to the External Training
people at the National Cryptologic School (8047s).
You will have to take care of applications, accep-
tances, etc. yourself, so it is not too early to plan
for summer of 1979. Call me if I can help.

(U)

WERE YOU BORN ON ONE OF THESE DATES?
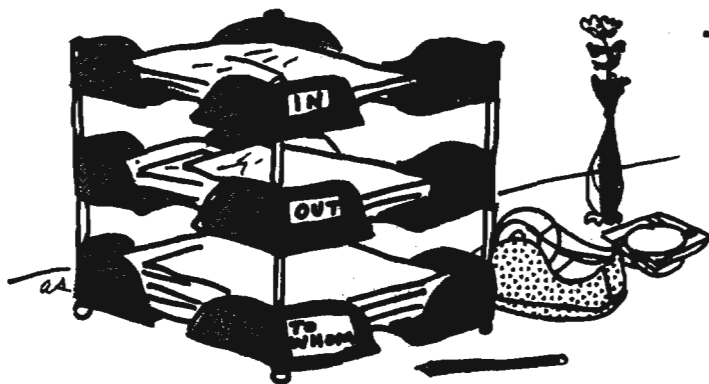
March 13, 19, 20
June 18, 23, 24
October 19

P.L. 86-36

_____ writes, "If you were born on
one of these dates, and also if you are a resi-
dent of Maryland or Michigan, I need your help
in preparing an article for CRYPTOLOG. Please
call me on 7589 or 4427s and we can get
together. The reason for this will become
clear in a future issue of CRYPTOLOG."

(U)

TO WHOM
IT MAY CONCERN

Lou Grant,
D5

The other day my secretary asked me how she should address a memo. In a fit of frustration, I told her, "To Whom It May Concern." Sure, I was being flip about the whole thing, but I don't need another example of the traumatic times we are in as far as dealing with the rest of the Community goes. Nor am I optimistic about any rapid improvement in the situation.

It has been almost two years since President Carter announced that he had directed a full-scale review of the Intelligence Community. He stressed consolidation and streamlining. There were high hopes that at long last some beneficial changes would come about. There were dreams of a simplified structure, of straightforward procedures, and clear-cut authority. It took a year to see once again those hopes and dreams destroyed as the powers that be thrashed about writing a new Executive Order.

You can just imagine the amount of debating that went into that Order. As usual, the traditional rules of an objective review were invoked; the first being to choose up sides and set up the perimeter defenses. That way each of the players gets to defend his territorial interests while he nibbles away at those of the others. This time the players proved themselves to be worthy opponents indeed. In fact they were so good, they argued every issue to a dead standstill. None of the empires crumbled, no torches were passed. In short, nothing was accomplished. So, in the tranquil aura of their newly affirmed allegiance (each unto himself) they took up the task of defining what to tell the President. After all, a Presidential Review has to lead to something!

Now any good cook knows that, after you stir the pot, you can either take something out or you can add more of something. Since the players had agreed that none of them would lose anything, they added to the pot. But they were very careful to flesh things out evenly so as not to upset the delicate balance of forces that had survived the prolonged debates.

The Director of Central Intelligence (DCI) got a National Foreign Assessment Center (NFAC), a National Intelligence Tasking Center (NITC), and some additional controls over money, etc. Department of Defense got an Assistant Secretary for Communications, Command, Control, and Intelligence, an Under-Secretary for Policy, and certain other options. The National Security Council got a more flexible committee structure. The National Foreign Intelligence Board got an expanded membership. And, not to be outdone, the Senate and the House both strengthened their new Intelligence Committees. As you can see, a well-flavored pot fit for the Presidential palate. And please him it did.

With the stage set, the next step was to choose the cast of characters. For the most part that has been done. Each of the new seniors has been issued at least one office, a series of titles to choose from, and matching stationery for each combination. They are now in the throes of selecting their supporting casts so they can decide what it is that their organization is going to do and where it is to be located. It shouldn't take much over another year to finish this phase.

In the meantime, we have to continue day-to-day business under the added burden of this new structural overlay. I'll say one thing: you learn something new every day. You send a memo to one organization and the response comes from another. You get a request from a fairly high-level authority, followed shortly by instructions from someone else not to answer it! Correspondence comes in from a new organization under serial numbers of an old one which has never legally been dissolved. You send a memo to someone, using his new title, and he signs the response using his other new title (some have three). Got the idea? A procedural nightmare. It can take days to do what a few phone calls used to accomplish. Now, let me see, who do I submit this article to, anyway?

NSA-crostic No. 20

By David H. Williams, P16

> The quotation on the next page was taken from the published work of an NSA-er. The first letters of the WORDS spell out the author's name and the title of the work.

DEFINITIONS

A. Dragon slain by Siegfried

207 173 128 205 187 201

B. "Poor little -----, smallest of the forty-eight" (2 wds)

145 88 34 49 23 154 56 11 200 222 42

C. See Word L (2 wds)

194 164 4 26 113 143 134 47 180 59 41

D. What, according to Danny Kaye, an unemployed jester is ("The Court Jester") (2 wds)

66 179 172 80 108 228 127 7 29 110 216

E. The former Mrs. Bono and her clone (4 wds)

9 116 104 84 54 147 218 32 186 48 40

14 68 215 124 89

F. Person for whom something is named

213 120 51 2 202 64

G. Recent film with Word O, for which he was nominated for Best Supporting Actor (2 wds)

17 156 163 111 125 197 98 148

H. Film for which Word O won the Academy Award for Best Actor (2 wds, followed by Word Z)

193 121 20 167 74 217 77 132

I. Pertaining to light produced by chemical action, physiological process, or friction

119 211 96 221 181 107 160 174 142 30 151

J. Burning of a heretic (comp)

165 37 168 63 153 58 6 75

K. Necessary; money

166 3 67 130 61 72 57

L. One of Word O's early films, in which he is killed numerous times (2 wds followed by Word C)

175 8 105 91 22 225 146 62 115 44

M. Wickedness

5 171 162 223 101 176 81 112

N. Symbol of New York City's political machine (2 wds)

144 190 138 35 90 55 13 169 69 24 220

O. British film actor, on screen since 1933 (1914-　) (3 wds)

161 31 53 78 149 95 33 71 140 45 226

214 18 185 102

P. -----percha

206 224 50 21 97

Q. Noontime sign on the door at Cape Kennedy (3 wds)

137 159 27 38 1 183 150 118 70 227 203

R. Rise above, excel

52 15 122 79 198 136 25 155 106

S. Indian dwelling

133 170 139 152 129

T. Relating to the supernatural; abstruse

16 189 195 204 92 76

U. Thief, rascal (Yiddish slang)

46 126 177 87 109

V. Pleasure

219 94 210 65 99 191 60 123 85

W. One side in a sports event

$\overline{178}$ $\overline{192}$ $\overline{135}$ $\overline{199}$

X. Not in view; wow! (3 wds)

$\overline{157}$ $\overline{10}$ $\overline{188}$ $\overline{208}$ $\overline{117}$ $\overline{100}$ $\overline{131}$ $\overline{182}$ $\overline{86}$ $\overline{141}$

Y. Drug intended to produce mood elevation

$\overline{114}$ $\overline{103}$ $\overline{36}$ $\overline{83}$ $\overline{209}$

Z. See Word H (3 wds)

$\overline{12}$ $\overline{82}$ $\overline{39}$ $\overline{158}$ $\overline{93}$ $\overline{212}$ $\overline{43}$ $\overline{28}$ $\overline{196}$ $\overline{19}$ $\overline{73}$ $\overline{184}$

1 Q	2 F	3 K	░	4 C	5 M	6 J	7 D	8 L	9 E	10 X	11 B	12 Z	13 N	░	14 E
15 R	16 T	17 G	18 O	░	19 Z	20 H	21 P	22 L	░	23 B	24 N	25 R	26 C	27 Q	28 Z
29 D	30 I	31 O	32 E	░	33 O	34 B	35 N	36 Y	37 J	38 Q	39 Z	40 E	41 C	░	42 B
43 Z	44 L	45 O	46 U	47 C	48 E	49 B	░	50 P	51 F	░	52 R	53 O	54 E	55 N	56 B
57 K	58 J	59 C	60 V	░	61 K	62 L	63 J	64 F	░	65 V	66 D	67 K	░	68 E	69 N
70 Q	71 O	72 K	73 Z	74 H	75 J	░	76 T	77 H	░	78 O	79 R	80 D	81 M	82 Z	83 Y
84 E	░	85 V	86 X	87 U	░	88 B	89 E	90 N	91 L	92 T	93 Z	94 V	95 O	░	96 I
97 P	98 G	99 V	░	100 X	101 M	102 O	103 Y	104 E	105 L	106 R	107 I	108 D	░	109 U	110 D
111 G	░	112 M	113 C	114 Y	115 L	116 E	117 X	118 Q	119 I	░	120 F	121 H	122 R	123 V	124 E
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136 R	137 Q	138 N	139 S	140 O	141 X	142 I	143 C	░	144 N	145 B	146 L	147 E	148 G	149 O	150 Q
151 I	152 S	153 J	░	154 B	155 R	156 G	157 X	░	158 Z	159 Q	160 I	161 O	162 M	163 G	164 C
░	165 J	166 K	167 H	░	168 J	169 N	170 S	171 M	░	172 D	173 A	174 I	175 L	░	176 M
177 U	178 W	179 D	░	180 C	181 I	182 X	183 Q	184 Z	185 O	186 E	░	187 A	188 X	░	189 T
190 N	191 V	192 W	░	193 H	194 C	195 T	196 Z	░	197 G	198 R	░	199 W	200 B	201 A	202 F
░	203 Q	204 T	205 A	206 P	░	207 A	208 X	209 Y	░	210 V	211 I	212 Z	213 F	214 O	215 E
216 D	217 H	░	218 E	219 V	220 N	221 I	222 B	223 M	224 P	225 L	226 O	227 Q	228 D	░	░ D.H.W.

(Solution next month)

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CUMULATIVE INDEX (Vols. I through III, 1974-1976) -- separate publication;
"1977 Index, Vol. IV, 1977" -- pp. 17-21 of December 1977 issue of CRYPTOLOG.

The index is in two parts. The first part is an index of underlined titles, listed alphabetically (1) by title and (2) by keyword in the title. A few titles have also been assigned keywords that do not appear in the titles. The second part is an index of underlined authors. In both parts, multiple entries are listed in chronological order.

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?? Ask Art/Alma

Dear Art:
I'm depressed. My symptoms are: apathy, boredom, fatigue and lustlessness. And the cure? Please don't tell me to get a job. I don't need the money. — Fenton, Mo.

Dear Fenton:
Have you thought of subscribing to CRYPTOLOG? A lot of people say it has done wonders for curing their apathy, boredom, fatigue and lustlessness.

Dear Art:
My husband is almost 40 and is obsessed with keeping his body young. In addition to working very hard, each day he jogs five to 10 miles and lifts weights. Also, he has eliminated alcohol from his diet and stopped smoking. All this healthy virtue is driving me bananas. The exercise knocks him out by 10 every night. He sleeps like a baby and I am lonely and sexually frustrated. — Help!

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Dear Help:
Have you thought of writing an article for CRYPTOLOG? A lot of people say it has done wonders for curing their loneliness and all kinds of frustration.

HAVE A PROBLEM at home or at the office? Write to ASK ART, P.O. BOX 40, Glouster, N.J. 0824 and watch for the answer in this column.

ASK ART, CRYPTOLOG, P1

(U)

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Reader Survey

Well, there's good news and -- I think -- bad news. The good news is that, of the 83 people listed in the 1978 Index, 50 contributed to CRYPTOLOG for the first time and 33 are recidivists. That seems to indicate that we're getting the message across that (1) just about anyone with anything operational to discuss can have his or her say in CRYPTOLOG, (2) it doesn't cost a penny to have the item published; and (3) it might even help you (see ▯article in this issue, in which she recommends that you list your publications in your Personnel Summary).

The -- I think -- bad news is that, of the same 83 contributors, 71 are men, 11 are women, and one is unaccounted for (the writer of the anonymous letter in November). Even if we put the unaccounted one in with the women, it still looks bad. Shouldn't more women be contributing to CRYPTOLOG? Or are they all sending their stuff to Brand X?

Why not a survey to ask that question and, while we're at it, a couple of other questions to see what CRYPTOLOG readers think of it. If you feel like it, answer the following questions (add more paper if needed) and send your comments to: CRYPTOLOG, P1. You don't have to sign your name.

1. In my opinion, the reason why there were so few women contributors to CRYPTOLOG in 1978 was:

2. Of all the titles listed in the 1978 Index, the one I thought most worth reading was:

3. Of all the titles listed in the 1978 Index, the one I thought least worth reading was:

4. Of all the things that have ever appeared in CRYPTOLOG, the one that was most beneficial to me (by helping me to solve an operational problem, think out something more clearly, etc.) was:

5. I would like to see CRYPTOLOG authors devote more attention to:

6. I would like to see CRYPTOLOG authors devote less attention to:

7. Not only that, but. . .
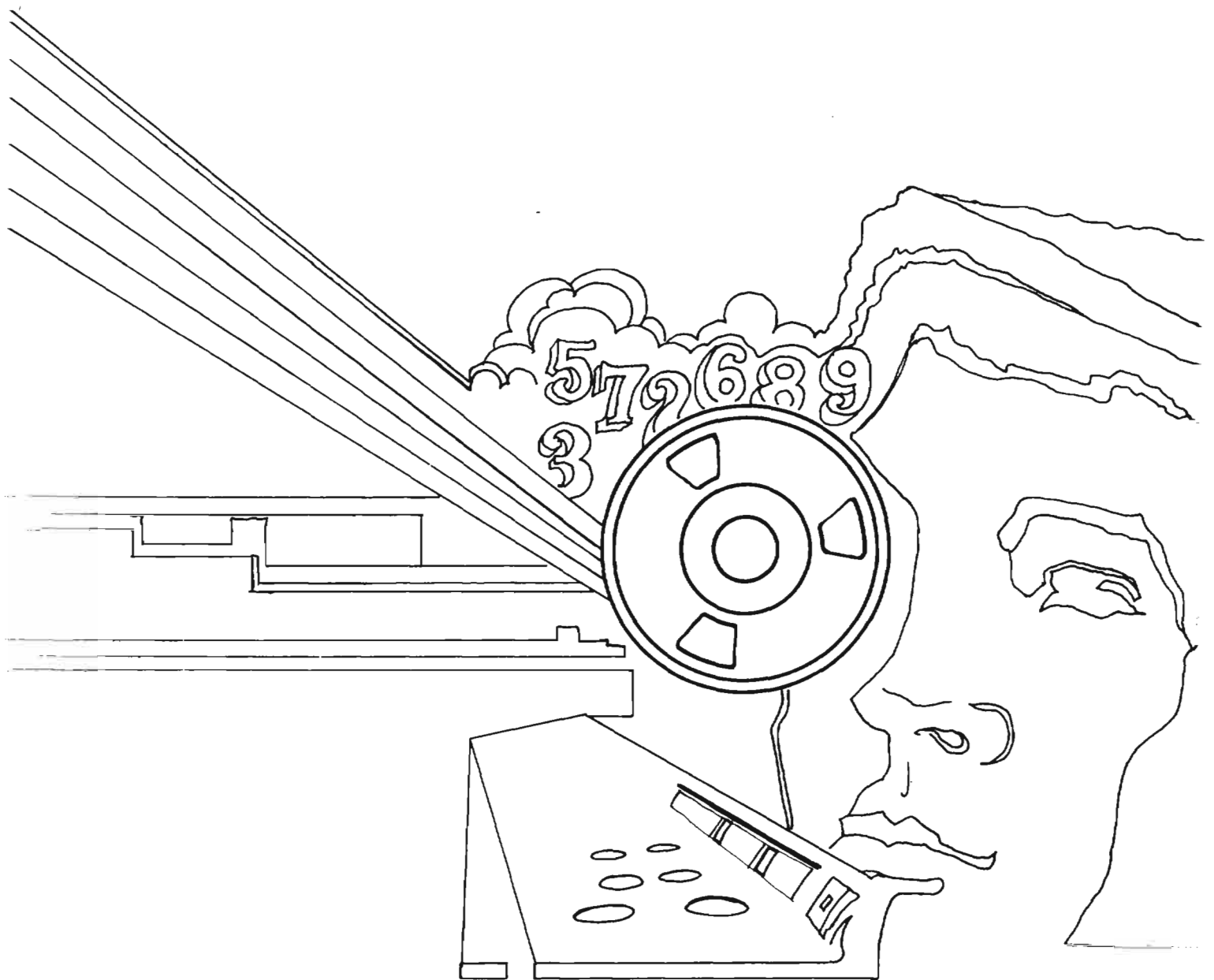

Sample NSA-crostic

Here's a little NSA-crostic to show you how easy they are to do. Rules: The first letters of the WORDS, read vertically, spell out the name of the NSAer author and the title of the work. All the letters of the words are scrambled and fitted into the diagram, which contains a quotation from the work. (Black spaces mark ends of words; words do not read up and down in diagram.) The NSA-crostic has been started for you -- now you finish it!

Words

A. "--, shucks!" (Wallace Beery) $\overline{5}$ $\overline{16}$

B. Tom and ----- $\overline{1}$ $\overline{43}$ $\overline{29}$ $\overline{48}$ $\overline{22}$

C. "---- Lake" S W A N / $\overline{3}$ $\overline{44}$ $\overline{47}$ $\overline{11}$

D. Hansel and ------ G $\overline{28}$ $\overline{34}$ $\overline{7}$ $\overline{41}$ $\overline{39}$ L $\overline{26}$

E. Sleigh-puller P $\overline{38}$ $\overline{2}$ $\overline{32}$ $\overline{15}$ $\overline{9}$ $\overline{23}$ $\overline{19}$

F. Orient E A S T $\overline{33}$ $\overline{26}$ $\overline{18}$ $\overline{14}$

G. "Lend an ---" R $\overline{12}$ $\overline{40}$ $\overline{21}$

H. Plaything O $\overline{4}$ $\overline{27}$ $\overline{45}$

I. Snow and --- C $\overline{10}$ $\overline{20}$ $\overline{46}$

J. Sleigh-puller's feature $\overline{42}$ $\overline{25}$ $\overline{13}$ $\overline{30}$

K. "---- of the Magi" T $\overline{37}$ $\overline{17}$ $\overline{6}$ $\overline{24}$

L. "I --- Mommy..." $\overline{35}$ $\overline{31}$ $\overline{8}$

1 B	2 E	3 C	4 H		5 A	6 K	7 D	8 L		9 E
			S							
10 I	11 C	12 G	13 J		14 F	15 E		16 A	17 K	18 F	19 E
	N				T					S	
	20 I	21 G	22 B	23 E	24 K	25 J	26 D	27 H	28 D		29 B
	C	R		P	T		L	O	G		
30 J	31 L	32 E	33 F	34 D	35 L		36 A		37 K	38 E	39 D
			E				A				
40 G	41 D		42 J	43 B	44 C		45 H	46 I	47 C	48 B	
					W					A	AJS