

A Ops. from notes of Richards, Butt & Leonard

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- ⑪ "A" ops - general
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- ⑬ Amalgamation A DIV & HQ
- ⑭ Location of Briefing for vetting - "A" ops or
of other ops. i.e. "D", "H", "B" etc.
- ⑮ P O G S
- ⑯ Communication
- ⑰ Career Opportunity R M / c m
- ⑱ Role of Merit

(1)

Assignment of Responsibility & authority "A" ops.

- no clear definition except by mutual understanding between Song and Maduk in "A" ops.
- no written terms of reference except CD 34 which is under review
- Maduk and Song not clear on who signs what
- audit by check and double check
- Cts and Cpls check & references on a rotational basis
- restricted by fear of publicity in press and parliament
- poos no help
 - not enough guidelines from Sr. Management
- Vaughn believes delegation of responsibility and authority adequate now
- ? - Vaughn sees only policy and contentious matters going out.
- disciplinary action originates with staffs of sections or oic.

1-1

- ? - officer needed for liaison with security officers of other Joint Dep'ts.
 - prestige or necessity
- ? - also to give "A" more input to Departmental policy formulation affecting "A".
- Vaughan - "Officer OIC is accountable for mistakes and errors."
 - operation - Droper
 - admin - Pount
 - (in effect most through Droper)
- D.G. & deputies all rule on policy changes.
- room for more upward rather than lateral movement of personnel
- Sr. NCO handles admin, not operational, matters.
- young boys only 15% of brief taken to Moduk. on matters related to policy or at his discretion.

005298

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1-2

? - if complete responsibility can be given to members in A-1 (honor.) why not to other briefing units B1-4. If exprience the criteria, maybe it could also be made the criteria in these other sections

? - A 2, 3, 4, 5 & 6 should be examined more closely to find out why RMs (including Sgts and Cpls) are needed to process negative ~~of~~ PHEs. It appears that there is no briefing requirement in these sections.

- Radd sees Maduh on major cases, recommendations on courses of action (~~cases~~), on matters such as work methods, procedures, disciplinary problems.

(2)

Role of Research
0 - not clear in "A" Ops.

3

Terms of Reference

- A OP H/Q - D 33 in "A" ops which is under review and outdated.
- POG not providing answers
 - not specific enough
 - see list of req. violation and acts in O'Gly's notes blue tab.

(4)

Levels of supervision

A Ops.

- many in "A" ops
- ? - "A" used as a dumping ground for poor performers from other Branches.
- ? - "A" used as training ground
 - inexperienced people
- ? - CMS esp will have more supervision
 - Turnover of officers and men high
 - fear of publicity of mistakes
 - protect the image or efficiency.
 - ? - how many "incidents" in what period,
 - operations ("D-14-B etc)
 - must not be compromised through inexperienced disclosure of sources
- ? - in addition to different sections doing different types of Briefs (subversive - phorbates - homosexual), there is also a control section which edits work of brief writers and watches for trends
 - Verify

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4-1

- A closer look at the 3 levels of supervision in B Section of PA ops is necessary to determine advantages of letter stopping i.e. maintaining a level of experience that would make this amount of checking unnecessary. Why would spot checking or periodic audit not suffice?

? - The enclosing of 3 levels of checking could be viewed as a panel decision making process. Possibly the expense is worth the protection of the individual

- Young says experience could do all three functions reviewing, analysis, editing and continue B 1-2-3 & 4.

? - Young - Sgt in B3 does not supervise does some work as RMs & CMs.

41-2

- A-1 (the homosexual briefing section) functions without all of the checking and double checking found in the other sections in B. Yet this must be one of the ~~less~~ most sensitive areas in terms of possible repercussions. A comparison might be worth while.
- Rudd - levels of supervision necessary because of turnover of personnel. What about Homos. section? Does this personnel not turnover also.

(5)

Turnover of Personnel - A Ops

- claimed to be high at lower
and officer level in "A" ops

- boredom of work

- when mdr trained or shows
promise taken up by another
Branch

+ allows for exposure to work of
other Branches through
file review.

? - is there sufficient to allow
for career opportunity and
what would conflict be
in terms of "A" need to
reduce supervision

- should be more upward
rather than lateral
movement

? - "A" to Foreign Service as
progressive move

(6)

Morale

- A ops.

- routine mundane work³

- reputation for acquiring
'duda' from other Branches

? - amount of checking

? - what would amalgamation
of A Div do to morale

- necessity to check ~~from~~
& refer on a rotational
basis should by Capt and
Cpls

+ essentially good - Vaughan

- would be better if everyone
moved through "A" if
in fact it is to be used
on a training ground -
Vaughan

? - the degree people finding
work frustrating

- Vaughan claimed no real
difference between RMs and
Cms but note qualification
⑦.

- Vaughan felt that ~~RMs~~ Cms
should be hired with specific
expertise for specific job.

6-1

- not enough ~~to~~ vertical movement of personnel vers lateral movement.
 - could be improved by a progression of more men ~~not~~ foreign service as one measure
 - morale higher in briefing section (B) because work more challenging - Young.
- ?
- why have investigators (KMs) doing all of the checking and stamping. Appears to be more of a lower paid clerical role.
 - Radd - cms can do any jobs except "control positions". I suspect that KM would find it belittling to work for cms.

(7)

Qualifications

A ops.

- Cpls end up for briefing Section L Vaughn.
- need officer to perform liaison role with other Dept. security officers - Vaughn
- ? - considering hitting older CMs for field enquiries
 - maturity
 - how should they be affected by mistakes/getting publicity in press and parliament.
- ? - "needs people who can make decisions" Vaughn.
 - what decisions do they make for which there are no guidelines such as C & 35.
- ? - RMs need recruit training and 2-4 yrs general service to "build self confidence"
 - for what?
 - what abouts CMs who do not get this.

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7-1
? - Vaughn "the investigation, analytical abilities developed through police work are essential"

? - Vaughn - RMs provide better assurance of security.

? - University not needed on entry but desirable to obtain

- Why?

- also says that much of "A" work would be frustrating for a Univ. graduate

- I Br. personnel could do some of work but only in fixed positions such as A Section.

- Vaughn feels that RMs should be hired for job only

- men in briefing must acquire considerable knowledge of operational matters dealt with by D, H, C & B in order to relate to briefs

? - how are men trained for character analysis

- members in briefing sections must know enough not to compromise operations of other Branches. (jeopardy rooms, etc)

7-2

- Dick Young - Common sense, sound judgement and security service experience related to matters being briefed more important than degree. Higher education desirable to improve ability to write?
- ? - Rotate personnel to ^{other} operational units to keep them up-to-date.
- Young feels there is no reason why C/MS should not progress to the top in "A" ops.
- Rudd - High school + 3-4 years investigative experience. Why? To do negative PHF handling?

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(8)

Quality of service

- "A" ops.

- need own typing pool for briefing notes.
- file access slow unless one picks them up himself.
- physical proximity to records would result in considerable time saving.

(9)

Source handling

A Ops.

- has sources in homosexual field
 - has casual sources
- ? - probably main user of resource index

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(10)

Amalgamation "A" + "D" investigators

"A" ops. HQ

? - believe working well in
"D" Division

- not done in "A" Div.

2/

(11)

'A' opa - generally

- 80% of output comes from "A" ops.
- work has seasonal peaks i.e. spring hiring for PS after school year.

* - Why not have the number of experienced men necessary to handle adverse briefing supplemented by clerks?

? - 90% of briefs relate to trades or involvement of relatives - Butt

NOTE: I am not clear on how some jobs done. Suggest we need a closer look to determine how much repetition and actual need for division of work and levels of supervision.

Suggestion - have systems unit take a total look at statistics needs and preparation for computerization - let machine co-ordinate from direct input from all levels instead of having people like Young and Blake doing this.

? - what would happen if 11-1
proper procedures prepared for
each operation. Would this
reduce need for supervision?

? - what affect would any changes
in "A" branch's methods of
operation have on other depts.
and agencies i.e. its customers?

- screenings for the force should
be treated the same as any
Joint department rather than
present system of having
Witherden's office do own
briefing before they come
out of A.

? - what is the status of proposed
changes to CP 35 and how
will they affect or proposals
re A ops.

(12)

Bilingualism

- "A" ops. ^{HQ} do not have enough French speaking personnel.
- need in A functional
 - excessive use of Translation now being made
- ? - Butl suggests A ops needs 1 Sgt, 1 Sgt, 1 Cstl & 1 Csm.
- not adequate in A Section
 - hudd. 0

(13)

Amalgamation A Div & HQ

"A" Ops.

- Swenney's suggestion not properly evaluated
- ? + would obviate need for "A" Div records
- + addition of investigators to HQ "A" Ops would provide more work variety

this could be accomplished by eliminating Div A records.



+ would eliminate duplication of reading process.

Better training and liaison would accomplish some thing.



+ Investigator would see what happens to product he generates

(147)

Should briefing for vetting be done in
Ops. Processes ("D", "H", "B" etc).

- need to conform more closely with "rules of evidence"
- ? - would operational considerations detract from quality of product
- ? - what would "A" ops HQ have left other than mail handling function
- ? - what affect upon morale and career opportunity.

POGS

"A" ops.

- prepared by Sr. MCO
- too broad
- not enough guidelines from Senior Management Security Service.
- insufficient time allotted to preparation
- "We are content to let 'c' Branch do POGS" - Vaughan
- ? (- not widely circulated - Vaughan
- (- well known throughout Br
 - Blake
- well known among officers
 - Vaughan

16

Communication

"A" Ops.

+ Sr. management will listen

- Action is taken - Vaughn

- Minor breakdowns between
A and other branches

? - What

? - When

? - Vaughn thinks POGs will
be known among officers
only while Blakely says
will be known throughout
branch

- Dick Young has not had
a personnel interview in
6 years.

(17)

Career opportunity RMs / CMs

"A" ops. (see also 7, 6, 4)

- Vaughn - need for specialized CMs
 - how do they get this knowledge
- ? - CMs not subjected to transfer
 - advantage or liability?

- A ops has 5 CMs (7 to 11)
9 3 ps.

- ? - given a choice Vaughn would select an RM for promotion over a CM all other factors being equal.

- Vaughn - CMs should be hired for a precise job only not as a general member of the unit.

- ? - Vaughn believes specialized habits of CMs restricts their usability and mobility.

- There may be more rewards and satisfaction in a grading of work according to its demands and let people progress from least to more difficult within Branch. Stop parachuting.

17-1

? - Young says AM/CM relations are good "no need for improvement" How come people like Stymint, Kelso have been there since Higget was a const and still no more than CM 9-10 or 11?

? - Radd - CMs can do any of jobs except 'control positions' why not there?

- Radd - suggested progressing steps in A
 - reader in sub section
 - to - briefing section
 - to - supervisory position.

(18)

Role of Merit

"A" ops.

- Vaughn - should only be considered after a minimum period of service.
- no of openings for senior personnel in security service restricts advancement on merit
- personnel officers trying to do best they can but expediency takes precedence.
- good men tends to move laterally out of branch rather than vertically within Ps.
- presuming that personnel officer has some input to a Wmoro cover, Dick Young has not been interviewed in 6 years.