

MEMORANDUM
GOVERNMENT OF CANADA



NOTE DE SERVICE
GOUVERNEMENT DU CANADA

FROM
DE

Officer i/c "A" Branch

TO
A

D.S.I.
Attention: Officer i/c "C" Branch

SUBJECT
SUJET

Re: Job Classification
Security Service

OUR FILE - N/RÉFÉRENCE	
IA 60-4-3	
YOUR FILE - V/RÉFÉRENCE	
DATE	July 7, 1971.
REFER REPLY TO ENVOYER LA RÉPONSE A	TEL. NO. TÉL.

This has reference to your memorandum of June 2, 1971 with the submission of Cpl. PICHE attached thereto.

2. We have read this submission with interest and feel this member should be complimented for the obvious effort which was expended developing this paper.

3. In compliance with your request there are some points of comment which are believed to be pertinent to the "A" Branch chain of command in the overall configuration of our manpower deployment. There appear to be some salient factors which have been critically examined, and when considered within the total concepts, as envisioned by PICHE, merit further observation. Having regard for those unique "A" Branch responsibility areas, in a functional context, we would welcome the assistance of the Planning Branch to improve our managerial capability which should obviously improve our end product, thus making a valued contribution to the Directorates' effort of discharging its mandate for the Government of Canada.

4. In line with the foregoing, it should perhaps be mentioned that in the three major areas of "A" Branch responsibility there are factors which are not evident to any cursory examiner nor reflected on our organizational chart which would merit consideration.

- (a) The Visa Control area provides guidance, counsel and advice, both on policy and operational matters for nineteen Visa Control Posts located outside Canada. Additionally, this area provides a large portion of the training for replacement Visa Control Officers who will be sent abroad.

Q. 7/7

- 2 -

- (b) The Screening area has traditionally served as the "new entrant" trainee facility for members posted to "A" Branch and to our mind subsequent postings throughout the Directorate. This useful and very necessary function has a natural risk coefficient in terms of our production of security screenings because of the consequence of error considerations.
- (c) Thirdly, the Briefing area is the production centre of all adverse responses to our clients. This area has come in for considerable attention by the Royal Commission on Security. From the many suggestions raised by this body, we have devoted considerable time toward improvement at all levels. This, of course, included experimentation with lines of administration as well as with production goals. There is also the unique feature of "Comments", wherein the Analysts are obliged to include remarks as to the validity, relevance and importance of the particular response as it concerns the candidate and the security implications which may exist. Moreover, in the near future, we anticipate continuing one step further, by making a firm recommendation as to whether or not a security clearance be issued. For these reasons it was deemed important to maximize consultive levels in this particular segment of our organization.

5. In conclusion, we in "A" Branch would welcome competent guidance in developing our organizational structure to be a model of maximum efficiency and production.

(J.G. Long), Supt.
Officer i/c "A" Branch

005337

AGC-0190_0002