

Security Service A' Division
1/1 Sgt A.E. SHARMAN NCO ic A' Section

28/12/72
9:00 AM

Present Structure: See attached chart

Division of Work - Varying workload → used for flexibility.

A-1 investigators

A-2 readers - a quality control function.

A-1 Formerly used a geographic division - it didn't work.

A-1-4 Government liaison - see notes in McKenna interview.
co-ordinates contacts with departments - agencies
contact with departmental security officials.

A-1-3 Character matters - ex homosexuality

A-1-5 - Rural areas

A-1-6 got on chart Business community liaison. Same
function as government liaison. ~~two~~ 1. NCOs. Need
for the kind of maturity.

Use of A section as source development - talent spotting.
Applies to all investigational component.

A-1-1 General investigation section. The least
experienced.

A-2 NO Mail goes ~~in~~ through A-2 and out
through A-2. NCO sees only exceptional matters.

005231

-2-

Flow of mail From records mail goes to NCS i.e. A
Maitlis requests as to where they come from.

A-1-3 files are held very closely.

Holds out the exceptional inquiries - Maitlis character
references for source talent spotting

Before mail reaches Charmin inquiries are completely
cross referenced - index checked.

Readers send out inquiries to other detachments in
Division

Readers do not brief any files. They simply pull all
the material together, wish that it is technically
complete and forward the complete package to
HQ where the assessment - brief - is prepared.

If the operating section expresses an interest in a
reference as a potential source an operating section
investigator will make the inquiry. If a source
pitch is to be made operating section investigator goes
alone. On occasion both men could go.

NOTE Moral implications of this practice, particularly
when there is integration of A & D in other Divisions

** Charmin believes this is the only way to organize the
basic flow of work.

NOTE Source developing - talent spotting - issue.

!!! You can't take a security clearance with you when
you move from one department to another. FIND OUT
WHY.!!

005232

Investigative body - RCMP - shall do all inquiries.

ASIB 593-7 26/8/72

CHA 700 10 MARCH 1970 'I' Directorate policy.
for Co's responsibility in security inquiries.

Requits

STCS investigators are young grads. Once qualified for job at hand. They view them as a stepping stone to other positions.

Military types - Sherman has problems.

ex-members - a better source including "burned out" watcher service members.

NOTE Talent spotting advantages.

Role of these investigators would be two fold
- training of new investigators
- working investigators. On this basis these men would fill supervisory positions in A-1-1 for example. In their capacity they would be working investigator.

For ex watcher service members education level would not be a factor because such men would have the prerequisite maturity.

Average number of inquiries 16-20 investigations per investigator per month.

All credit bureau checks are made by HQ.

Function of Readers A-2

Reviews PHF for use for outside inquiries within A' Division. Copy of PHF forwarded to NCO ie A-1 or to detachment with a Division diary date taking into account DD's from HQ.

Reader normally sees file again only when inquiry has been completed.

Reader reviews for technical accuracy. Returned if corrections are required.

** Given a staff of competent investigators Straman sees little or need for Reader function. Would need a quality control & distribution of work function.

With D & A sections physically brought together there has been more working together ex. A section members have worked as "balancer" operators.

Look at 567 A1 section

5/xii/72
11:30

Role of Sgt i/c Investigators. See draft responsibilities provided by Straman. This is what is expected of him now. Correspondence dated 9/12/70

Role appears to be one of day to day operations supervisor spotting areas where extra manpower may be required.

Why couldn't the "reading" function be performed at this level rather than having a separate sub-section??

Training Issue of specific training for 'A' section work and general induction type training into Security Service.

for success //
Review examples // There appears to be a need for training tailored made to 'A' section work. See Royal Commission report for more background.

The idea of this on-the-job 'A' section training being assigned as a Divisional responsibility.

Role of Sgt. Watch ~~at~~ duplication of roles between Sgt & S/Sgt positions.