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SPECIAL AGENTS ADVISORY COMMITTEE (SAAC) WASHINGTON, D.C.

The following notes are the minutes compiled by the SAAC during the meeting of the Director's Advisory Committees Meeting held in Washington, D.C. from 03/21/2005 to 03/25/2005. These notes will include information received from noted speakers/presenters and cover numerous areas as listed in the meeting agenda.

1. JOSEPH L. FORD - Assistant Director of Finance Division - Budget Issues

It was noted that the Director has three short term items of focus:

1. Development of the Intelligence Directorate
2. Development & Implementation of the Technology Systems
3. Rework Administrative Infrastructure

This information and direction was issued to the SACs 3 weeks prior to this meeting.

Presently the FBI's budget is \$5.7 Billion dollars. 67% of that is payroll. The remainder is program money handled predominantly by FBIHQ.

AD Ford notes that funding is set out so that money is to be spent throughout the year and not held until the end of the year. Funds are available and should be spent as needed through the year.

AD Ford noted that agent hiring was adjusted for fiscal year 05 to approximately 512, professional support approximately 617. Agent hires for FY 06 is estimated to be 1000. It is projected that up to 2500 analysts are to be trained at Quantico in FY 05. This includes 2 and 7 week classes.

The annual inventory is mandated by both DOJ and the KPMG audit that HQ has sought. There are many items of equipment unaccounted for and these inventories will continue until the FBI show a better accountability for these items.

E-travel will be implemented at FBIHQ during calendar year 05 and should be in the field offices during calendar year 06. This is intended to fully automate the travel program from planning to payment. Receipts will be faxed in but everything else will be done online. Additionally, it is being planned to put pay stubs on the intranet verses the blue sheet method used now.

The advent of the Director of National Intelligence places some controls over FBI funds that could be affected outside the normal HQ processes. This may go as high as \$140 million but some limiting factors may be in place that would hold it to \$30 million. This is still under review. AD Ford noted that the FBI has no direct funding from "black funds" traditionally.

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associated with the intelligence community.

With regards to new contracts for computer programs intended to replace VCF, the contracts will be let with a +performance clause which will require specific performance compliance by the vender at specific points prior to payment throughout the acquisition process.

2. DIRECTOR MUELLER's opening comments

He noted the same 3 priorities noted by AD Ford

He noted that he believes that a continued emphasis on sources and wire/communication intercepts is critical to continued efforts to battle the threats to the United States.

Director sees globalization of FBI's efforts and this will provide a bridge for state and local law enforcement interests in an international setting. He anticipates Legats to reach 60 within the next 2 years (presently at 51).

He expects more specialty areas within the FBI and the hiring and development of specialists to fill these needs.

3. PHD [REDACTED] - Training

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Quantico is working on implementation of FBIHQ directive to establish career paths for all FBI employees. The initiation will start with Analysts and Agents. Agents are anticipated to have 5 separate career paths:

- Intelligence
- Counterterrorism
- Counterintelligence
- Cyber Crimes
- General Criminal

These designations will be applied in a "soft" fashion which was indicated that there would be some flexibility and not be completely binding from the point of assignment. All agents will still receive the same 18 weeks of training in new agents classes. They are then anticipated to have 3 to 5 years of general training in a medium to small field office. They will receive the soft designation then. In the 3 to 6 year time frame they will receive a large office assignment where they will receive more specific training on their specific career path. This will lead to a point at their 6 year level where the agent will receive advanced training in an effort to make them more skilled and knowledgeable in that career field.

Selection for these career paths is hoped to be a joint decision between the employee and their supervisor but will ultimately be the choice of HQ. As part of each career path there will be 10 core competencies which will be the same for all career paths but not all reached in exactly the same fashion. These are being fashioned by Homeyer and her staff at this time. These career

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paths are anticipated to be implemented this fall (Oct.) with the implementation of the mandatory agent rotational transfers. This initially will affect approximately 250 to 260 agents and this is anticipated to serve as a test group of this process. All job mapping is anticipated to be completed in 3 years. It is ultimately anticipated that the soft designation of a career path will be communicated to candidates during recruitment and application based on the candidates skills, knowledge and ability.

There is some discussion of a "Certified Intelligence Officer" designation being a requirement to attain ASAC status. This designation is anticipated to be attainable by agents, analysts, SSG and Language Specialists. All agents in the FBI will receive exposure to intelligence training regardless of which career path they are in.

4. [REDACTED] - Unit Chief of Transfer Unit (actually SSA [REDACTED]) b6 b7C

Personnel Resource List positions issued and projected:

2002	56
2003	114
2004	170
2005	188 (approximate)

New Agents classes who were started on 10/2002 will be the first group to start the new transfer policy to the top 15 offices. This was noted to be more realistically the top 5 offices based on needs. 336 Agents in this group are eligible. There is to be a 3 to 1 transfer to backfill ratio for PRL purposes. There is \$15 Million set aside for these transfers at this time. Following is the planned process of this occurring:

1. 60 days prior to 3 year EOD anniversary Agents will rank the top 15 in the order they would like to be sent to them
2. Staffing of the offices will be done at the needs of the Bureau
3. A survey will be done of each SAs background, their skills, etc.
4. Orders will be sent
5. 90 days to report
6. 4 yrs before Agents can take a PRL transfer

It was noted that the order of transfer will be conducted by the class roster, not the order of the Divisions.

It was noted that PRLs are not rewards but are a staffing tool. There is money for transfers but these must cover, New Agents, the above described rotations and SSA/management

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rotations. It was noted that SSAs reaching the 5 Up or Out status in the EDSP program who do not promote, EDSP will tell them where to go if they do not compete for promotions. Hardship transfers are seen as being rare and used for medical and issues dealing with children.

5. TIMOTHY P. MURPHY- Acting Section Chief of Executive Development and Selection

FBI mandated to develop an Intelligence career path for agents by 9/11 Commission. In conjunction with this the FBI is setting out career paths for all employs and has set 5 career paths for SAs: Criminal, Cyber, Counterterrorism, Counterintelligence and Intelligence. All SAs will be developed with core competency which will be able to be tested and noted. This will allow for training and will play a part in rotational transfers. There will also be the opportunity for intelligence officer certification within this training and development. It would take 7 years to obtain certification.

There is a "cradle to grave" concept under consideration which would place recruits in a particular career path based on their training, knowledge and skills, which would/could follow them throughout their career.

There is no truth to the rumor of having SAs who do not carry firearms. There is also no truth to the rumor that there will be a pay grade difference for the different career paths.

SAs must take the LSA test before competing for SSA positions but the test does not count towards the promotion. There is the up or out "Term Limit" for SSAs in place.

6. GARY BALD - Executive Assistant Director of Counterterrorism/Counterintelligence

Important push for all field offices to identify their "Domain" within their Division. This includes private companies, universities and other governmental organizations which may be viewed as terrorist or intelligence organization targets.

Al Queda is still the main threat but has morphed into groups which are more of like minded individuals focused on attacking Western countries. They are still committed to another attack on the United States.

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7. [REDACTED] Presenting Intelligence Info for EAD Baginski

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Directorate of Intelligence will spread across divisional and program lines.

Director set out, to congress, the plan, participants and career paths of the DI program. Congress approved it and said implement it but did not fund it. Because of this the program is being funded by taking from other programs. The DI will be housed on the eleventh floor of FBIHQ after it is totally remodeled.

As part of DI each field office stood up a Field Intelligence Group (FIG). All but 4 FIGs are supervised by an SSA. The goal of Intelligence is that information collected is not focused only on one Division's needs but rather made available across the Bureau and the Intelligence Community. The overall goal is to always locate and disseminate actionable intelligence. Within the next 2 or 3 months a FIG Handbook is going to be disseminated Bureau wide to provide structure and guidance on how the FIGs are to be operated.

The Director wants a base allocation of SAs to Intelligence. So far 286 agents have already been assigned to the FIGs by SACs, on their own. It is anticipated that there will be an additional allocation to a total of approximately 500 SAs working on Intelligence efforts. These SAs will not be working as analysts but must understand the intelligence process. FBIHQ goal is for the FIGs to conduct "step back" review of case activity, to look for gaps and needs in cases. They also want FIGs to identify potential sources or needs for sources.

There will be a TURK classification developed for Intelligence collection to capture agents and analysts efforts. Agents may split time between normal turk and intelligence turk, but this has not been worked out yet. FIGs are to supply tactical intelligence as well as strategic intelligence. While case assistance is to continue the analysts and FIGs must recognize the needs of the overall Intelligence Community.

A new informant manual is being completed with limited reviews underway. This manual will combine all sources (assets, confidential informants and cooperating witnesses) into one source and one process for handling that source and the associated paperwork. Many to most of the approval levels for source activity will all go to the SAC. Efforts to automate the paperwork portion of informants is also underway with plans for a file in the blank and drop down menu to be used to file the paperwork to limit errors. Validation of the sources accuracy is also a huge issue and an automated system to assist with this validation process is under construction.

8. NUMEROUS PRESENTERS - OPERATIONAL ISSUES/OVERSEAS DEPLOYMENT/SECURITY/FIREARMS

SSA from Firearms Training set out that the Attorney General has taken the position that retired SAs must meet individual state qualifications for concealed carry permits. There has been no funding allocated for processing the retired agent concealed carry law so it is anticipated that any costs for the program will fall to the retired agents. The rules were approved by the AG 01/31/2005. The program will involve two cards, a retired set of creds and a concealed carry license. No set type of weapon or ammunition is specified for the concealed

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carry. It is not believed that the retired agent will be able to carry the weapon concealed on an aircraft, due mostly to the individual carriers issues.

Also, weapons storage in vehicles is a known problem which a request has been made to acquire funding to fit all vehicles with alarms. It was also noted that there seemed to be some confusion and that the storage issue did not address normal duty time but was about overnight storage only.

Sharon Durkin, Section Chief - Physical Security Unit, noted that the Security Unit is now requiring spouses and near adult children to sign a waiver of financial, medical and education issues. Failure to provide this may lead to loss of security clearance by the involved employee. This waiver is obtained during reinvestigations and may cover up to 3 years past separation from the FBI.

Warren T. Bamford, ASAC - CIRG outlined the Planned Recovery Program under development to train, track and recover FBI employees deployed overseas, should there be an abduction or other problem. This program is a 5 stage program laid out as follows:



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CIRG has hired an outside contractor to work on setting this matter up. Anticipated to take up to 2 years to complete and implement all portions of this.

John E. Lewis, DAD - Counterterrorism spoke of a continued lack of interested individuals to fill over 200 positions at FBIHQ for CT. These positions must be filled and until they are TDY assignments will continue to fill these needs. Presently Lewis is not aware of any initiative in place or in the works to address this problem in any other way than the TDY assignments. It is costing \$1 million dollars a month for TDY assignments to CTD. In 2 to 3 months polygraph examinations of all JTTF members (task force officers) will begin.

Chris Swecker, AD - Criminal Division stated that there are currently 2000 fewer agents working criminal investigations than prior to 9/11. Criminal Division is working to establish what the base needs of that division are based on available resources. Main reduction has been in

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drug arena. There are now approximately 500 total agents working drugs Bureau wide and these almost all support OCDEF matters. We no longer provide any support to Marshall's fugitive task force operations. Financial Institution Fraud guidelines have been set high, \$100,000, but it is recognized that small offices and RAs need flexibility in this area and HQ is allowing for these specific needs. Governmental Fraud thresholds have been raised to \$ 1 Million. Public Corruption cases are above the quantity that were present prior to 9/11. FBI is pushing to work gang investigation as Criminal Enterprise Investigations and have strong involvement in this area for the foreseeable future.

9. JONATHAN I. SOLOMON - Executive Assistant Director-Administration

EAD Solomon noted that administrative resources within the FBI have not increased at the same rate that changes have taken place within program areas. As an example, he noted that anyone wanting a clearance (contractors, etc.) had to have a name check run by the FBI. This led to 4 million requests last year. This is very burdensome and time consuming. FBIHQ is trying to identify and correct or improve these types of problems which tend to be personnel intensive. Most of these issues deal with information technology issues.

The Admin Division is being changed to the Human Resource Division. There is also a Facility Management Division being stood up to handle these specific issues. Security Division has taken over the handling of the applicant processing for new hiring. For FY 05 there are to be ~~550 New Agent hires and 2100 Support hires. FY 06 is projected to have 1100 New Agent hires and 2200 Support hires.~~ Efforts are under way to push for faster hiring through regional resources/blitz to do backgrounds, drug and polygraph testing all at once.

There is a planned change to the common household policy on transfers. The change will be for partners in a permanent common household which is more in line with current DOJ policies.

In 2009 expect to have a common data warehouse for all FBI information. This plan includes centralizing closed files and take this out of each Field Office. A request will be made by the Field Office and an electronic or faxed copy on the needed material will be sent to the Field Office. This will clear an enormous amount of space in Field Offices. Three offices are conducting a pilot program on this now.

There is a proposed change pending on the drug policy. This will focus more on a recency of use verses the quantity or frequency of use. This is a similar standard utilized by other intelligence agencies.

10. MICHAEL C. MINES - Section Chief - Integrity in Government/Civil Rights Section

If agents need tapes transcribed for public corruption cases, this Unit has funds to pay for overtime for this type of work. This can be requested on a case by case basis. The Unit is using taped interviews of corrupt Police Officers (convicted) to help train new officers in police

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academies in an effort to stop future corruption problems. This Unit is planning on visiting all Field Divisions by end of 2006 to provide guidance on areas of specific concern for each Field Office.

11. CHARLIE PHALEN - AD Security

All of the applicant processing activity has moved under the Security Division. The Division is working on Phased Periodic Reinvestigations which will involve a review of each employees life and database information. This will reduce the number of neighborhood canvases conducted on the reinvestigations. This will also require the need to collect more information from each employee. Included will be a financial disclosure waiver for each employee and a polygraph. The goal of the Security Division is to eventually have this type of review cover all programs. Presently, the program is addressing CI and CT matters to include JTTF members. It will also address Cyber and ITOD (computer systems). Security is also pushing for polygraphs of certain DOJ personnel but this is not finalized at this time. The polygraphs for on board employees are CI and Espionage directed only.

Security is working on limiting the FBI computer systems ability to upload materials into the intranet system. This is directed to stop the unauthorized uploading of videos and materials which may be carrying viruses or other computer intrusion programs which are not being properly scanned prior to entry. This will potentially limit the number of computers within an office or area that can actually load materials. This will allow for easier monitoring. Security plans to have monitors in place for this system which will be able to monitor 24/7 on the system real time. Presently no operating systems can be uploaded by anyone other than the computer specialists. The plan is to limit the overall number of individuals in each office who have the ability to upload materials into the system.

Security believes that the current drug policy is impeding the FBI's ability to hire quality competent employees and that the same policy is not effective in measuring excessive drug use. The proposal under consideration will be to view each candidate regarding how recently they used drugs, how frequently they used the drug and what drug was used. All three components will be compared as well as whether the situation was a use issue verses a dealing or sales issue. Security's intention is to remain "conservative" in this type of review. The ultimate decision regarding the use issue will be adjudicated by the Security Division.

Phalen stated that each waiver form signed by an employee, spouse or child would be good for only one year. He advised he would review removal of the medical waiver as another form was required by the HIPA laws to waive medical right to privacy.

12. DIRECTOR MUELLER'S Meeting with Executive Committees for each Advisory Group

AOs Issues

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AOs noted concern over the lack of clerical support (which was also voiced by all other advisory committees, with the exclusion of the SAC Committee which was not represented at this meeting). The Director stated that he is aware of the lack of clerical support but felt that initial hiring of analysts to get the Intelligence Directorate in place as soon as possible was a priority. Hiring more clerical staff is one of the core priorities that he has set for the next six months. He and FBIHQ are looking at various Human Resources Methods to try and address the filling of these positions as rapidly as possible.

AOs noted the issues regarding the computer system. The Director stated that the new systems plans to build a central backbone for the computer system and to be able to plug in and replace components on the backbone as needed for specific needs such as appropriations, hiring, investigations. These components can be changed and altered as needed.

AEGIS Issues

Noted 84 ongoing information technology projects ongoing at this time. Feel that these need to be prioritized better. They are also in favor of a national call center. The Director noted these issues were being reviewed but were not necessarily considered a priority. He did note the lack of available funding for a national call center.

FSAAC Issues

~~The FSAAC voiced their concern over agents being locked in on specific career paths.~~
The Director stated that he doesn't see the career path as hard and fast. However, he does see a need for a cadre of specialists who are trained in critical needs areas and will remain in a given area throughout their career.

The FSAAC noted that they felt that not allowing agents to carry their firearms into federal courtrooms was a problem. The Director stated that he had worked on this issue in the past (both he and AD Gephart) but to no avail. The authority lies with the Chief Judge of each individual district.

The FSAAC stated their concern that no or little headway was being made with regards to improving or altering the part time program for agents. The Director noted that this was still under review and directed EAD Solomon to finish the review and act on changes in this area.

SAAC Issues

The SAAC presented the following issues in position paper format:

1. Follow-up on Pending Issues - This paper covered numerous areas previously

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presented in other SAAC Executive Board meetings with the Director which have not been resolved and fully addressed. The paper sets out these issues individually.

The Director did note that he was concerned over moving new agents to a GS 13 in 3 years in conjunction with the high cost area moves. He feels that this type of compensation should be made in a different fashion and was concerned that such an increase or accelerated advance would not sit well with all agents. The SAAC noted that this was not true and that it allowed for a more fair compensation based on assignment. It was also noted that such an accelerated movement to GS 13 was not without precedent, noting the advances made during the 1980's with mandatory rotations to New York Division. The Director noted that he would review and consider this issue further.

The Director also noted, with regards to the abolishment of time sheets that he thought this entire process could eventually be automated and that the answer rested in the Information Technology area and development of any new operation program.

Additionally, The SAAC had several issues which were considered "Works in Progress" which were presented while noting that these matters had not been fully reviewed, researched and discussed with other FBIHQ officials for a complete understanding and knowledge of what causes these areas of concern and efforts to correct or alter this issues:

1. Informant issues dealing with documentation and implied and/or expressed quotas

The Director states that the informant issue is being reworked to reduce paperwork and that work is now integrated with DOJ over AG Guideline issues. He also noted that with regards to quotas that he did not believe in quotas but believed that sources are a must to make us successful. He wants ideas that will allow collection of source information to support our investigative programs.

2. Need for more clerical staff in the Divisions

The Director stated that he was looking for ideas on how to fix this problem. It was voiced that a ready pool of clerical support to hire from might speed the process when a support employee promotes or leaves the FBI.

3. Diminishing performance standard for New Agent Trainees

The Director noted that there were performance issues under review at Quantico regarding the protocol utilized in performance of the physical fitness test. Other than this he was unaware of any reduction of performance in the New Agent training program.

4. Notification to FBI personnel of OIG investigations involving non-criminal matters

The Director advised that he has worked on this issue in the past, both with the Inspector General and the Attorney General. These efforts have been unsuccessful in swaying OIG in their

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position regarding notifications. OIG uses this same technique with all governmental organizations and will not change for the FBI as it would likely cause them to have to change for other organizations.

5. The SAAC noted that as a committee it would like to be involved in the development of issues in an effort to avoid concerns or problems prior to policy implementation. Two areas were noted that this approach could prove beneficial:

A. The new performance evaluation system

The Director stated he is in favor of the 5 tier program and that it is in line with directions and policy being directed by the White house.

B. The planned training program for overseas deployment

The Director was advised of the SAAC's concerns over the time that it was planned to take to develop and implement this training which Agents see as critical as employees are being deployed overseas to danger areas on a very regular basis. The Director indicated that he will look at speeding this overall process for all overseas deployments

MMAC Issues

The MMAC noted the problems with FDSP and felt that a mandatory 6 inspections prior to promotion was an unnecessary choke point in the program. They also noted their belief that all field SSAs should participate in the Inspection Division.

The Director stated that he feels that inspections are important but feels that the desired experiences can also be obtained via TDY assignments.

The MMAC suggested that the Director consider offering some type of housing allowance as an incentive to attract more managers to FBIHQ.

The Director indicates that he looked into this possibility but the FBI is locked into the same limitations placed on all Federal Law Enforcement Officers in this regard. Any changes would affect all LEOs and that would make the program cost prohibitive.

The MMAC finished by noting the committees concerns over the entire FBI's career development program for professional support.

The SAAC would like to thank everyone for their input on the topics which were presented. For further information, query the SAAC website on the intranet at:

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Training for Overseas Deployment

1. **Issue:** The Special Agent Advisory Committee (SAAC) believes a training program for personnel being deployed overseas should be further developed and implemented. Training for employees deployed to danger zones should be expedited.

11. **Background:** Employees who are deployed to danger zones receive expedited training. With the current deployments of FBI personnel to Iraq and Afghanistan, the training provided to these individuals is critical and important. These deployments are made to extremely hostile areas, and the expedited training for these deployments will remain the top priority.

A. A number of offices with Rapid Deployment Teams (RDTs) currently can be called upon to respond to acts of terrorism overseas. These RDTs have been used on numerous occasions to respond to incidents. Members of these teams, which consist of veteran Special Agents (SAs), received specialized training and instruction, and many of them have been deployed on more than one incident. Updated training for members of these teams is provided regularly.

B. With the expansion of the FBI's role overseas, the need for specialized training will continue and SAs will be given the opportunity to attend instruction on availability and as-needed basis. However, until deployments to Iraq and Afghanistan have concluded, training will be prioritized for personnel traveling to these areas.

Recommendation: An expedited training program for overseas deployments to nonhostile areas should be considered when deployments to Iraq and Afghanistan have concluded. Until that time, the expedited training program should continue to be afforded to personnel deployed to Iraq and Afghanistan.

POC:

Director's Research Group

Information provided by [redacted]
Special Assistant to the EAD, CTI/CD
SA [redacted]
Special Agent Advisory Committee

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Dated: 05102 2005

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Training for Overseas Deployment Committee: SAAC

ALL INFORMATION CONTAINED
HEREIN IS UNCLASSIFIED
DATE 10-06-2009 BY 65179 DMH/STW

- I. **Description of Issue:** (Tracking Sheet 04-05-07.1) The Special Agent Advisory Committee (SAAC) believes a training program for personnel being deployed overseas should be further developed and implemented. Training for employees deployed to danger zones should be expedited. Administrative procedures regarding multiple categories of Human Sources are overly burdensome and require re-engineering.
- II. **Background Information:** Employees who are deployed to danger zones receive expedited training. With the current deployments of FBI personnel to Iraq and Afghanistan, the training provided to these individuals is critical and important. These deployments are made to extremely hostile areas, and the expedited training for these deployments will remain the top priority.
- III. **Progress Report:** A number of offices with Rapid Deployment Teams (RDTs) currently can be called upon to respond to acts of terrorism overseas. These RDTs have been used on numerous occasions to respond to incidents. Members of these teams, which consist of veteran Special Agents (SAs), received specialized training and instruction, and many of them have been deployed on more than one incident. Updated training for members of these teams is provided regularly. With the expansion of the FBI's role overseas, the need for specialized training will continue and SAs will be given the opportunity to attend instruction on availability and as-needed basis. However, until deployments to Iraq and Afghanistan have concluded, training will be prioritized for personnel traveling to these areas.
- IV. **Advisory Committee Position Paper:** No.
- V. **Current Status:** Pending.
- VI. **Future Taskings:** The SAAC will meet with TDD personnel at FBIHQ during their Executive Council meeting scheduled for August, 2005 regarding updates to this issue.
- VII. **Deadline / Follow-up Date:** 08/19/2005
- VIII. **Recommendation:** An expedited training program for overseas deployments to non-hostile areas should be considered when deployments to Iraq and Afghanistan have concluded. Until that time, the expedited training program should continue to be afforded to personnel deployed to Iraq and Afghanistan.

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POCs: FBI Headquarters:

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Ombudsman's Office

Advisory Committee:

[REDACTED] Cleveland

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Dated Issue Initiated: 05/02/2005
Issue Number 04-05-07.1

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