

In the temporary office in San Diego, Centac 4 Supervisor Chandler (left) spent long planning sessions with Lee Vollmer (right), group supervisor of DEA's San Diego District Office. Vollmer's group handles all joint operations with Mexican drug authorities along that section of the border.



I would like to commend Administrator John R. Bartels, Jr. and his fellow agents at DEA as well as the many state and local law enforcement agencies in this country, Mexico, and Canada, whose hard work and cooperation resulted in one of the most significant law enforcement endeavors in the history of our country.

Senator Birch Bayh
Chairman, Subcommittee to
Investigate Juvenile
Delinquency
(Congressional Record,
September 12, 1974)

occasionally unmanageable in crossing jurisdictional or departmental lines. As a result the quality of investigative work suffers. It is ironic that only the bigger cases, those encompassing more than the local scene, are the ones to suffer.

The best criminal investigative work demands initiative and imagination, which means the full interest of the officer. This is especially true in handling multiple-defendant drug cases or complex conspiracies. The more complex the case, the more latitude the officer has, or should have, in his judgment of which leads to follow. The best work is done by those not so different from the detective of popular fiction, making intuitive leaps from seemingly insignificant items, pursuing leads no more concrete than a "gut feeling." Agatha Christie had the right idea, but only skimmed the surface of the serious work.

A perfunctory, mechanical treatment of investigative leads will not do the job, and it may be a mistake to think that a sharply worded command from headquarters for piecemeal work can summon up anything else.

In planning for an important investigation, which will involve several widely scattered subdivisions, the good manager cannot ignore any factors simply because he condemns them as undesirable. Manpower is that all-important resource usually discussed in mathematical terms, but is complicated by the imponderables of human nature. The wise planner should determine in advance the answers to these questions:

How much manpower is required from that subdivision for the new operation?

How seriously will the requirement cut into its routine duties?

What are the relative priorities of the routine versus the new operation?

Does the supervisor understand the priorities?

How much of his time can be devoted to the new operation?

Who should be in charge of the overall operation?

If not that particular supervisor, then what is his role, and what is his relationship to the one in charge?