

Guidelines for Starting an Analytic Unit



Dedicated to Professionalizing Law Enforcement Analysis

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Introduction

Analysis is one of the most effective tools available to support law enforcement agencies today. It allows for the efficient use of law enforcement resources, the production of workable strategies and the successful completion of investigations and prosecutions.

Regardless, only a minority of law enforcement agencies have analytic bureaus, departments or units. The 'traditional' approach to enforcement--street investigation. confidential informants, undercover operations--in reality, focuses on the *collection* of data. But collected data is worthless unless it is both significant to the case and understandable. Analysis shows what proofs you have and what are missing. Analysis organizes the information in a way that increases the possibility of successful prosecution.

Strategies are most often devised in reaction to crises instead of in reaction toward designing a future. Strategic analysis assesses the needs and resources of the organization and jurisdiction. placing viable alternatives in the hands of decision-makers.

The analytic function helps set both tactical and strategic priorities and ensures a thorough and efficient criminal justice system.

This booklet is designed to foster the development of analytic bureaus in police departments, sheriffs' offices, prosecutors' offices and other criminal justice agencies. It can also provide guidance to criminal analysis efforts in the private sector.

It is hoped that through this, and similar writings, more departments will experience, first-hand, the benefits of analysis.

Mission, Goals and Objectives

The mission of an analytic unit is to provide quality analyses in support of the agency's mission. Thus, the work that is performed reflects the priorities and goals of the specific agency or organization.

As an example, the mission of the Criminal Analysis Branch of the Royal Canadian Mounted Police is:

"To provide an effective and efficient intelligence capability in support of the overall RCMP Criminal Intelligence Directorate's mission to provide a national program for the management of criminal information and intelligence which will permit the RCMP to detect and prevent crime having an organized, serious or national security dimension in Canada, or internationally as it affects Canada."

Based on the mission, goals should be established for the unit. They can include:

- To support the investigative bureaus through the provision of analytic services and products for cases designated as a priority;
- To support the intelligence bureau through the analysis of data gathered and the completion of assessments on crime groups which are prioritized as threats to the jurisdiction; and
- To support the strategic planning function of the department by providing analyses of past and current crime trends.

Objectives would then be developed based on those goals that would quantify or clarify the number and types of cases or studies that would be supported for the year by the unit.

As Chief Louis R. Anemone of the New York City Police Department notes, "Accurate and timely analysis is the most critical building block in crime prevention and crime fighting strategies."

Role in Department

The role of analysis is to support the intelligence, investigative and planning activities of the department. In each of these areas, analysts provide critical assistance.

Analysis is the heart of the intelligence process. Without analysis to derive meaning from the data, the information does not become intelligence. Intelligence summaries and reports are products of analysis. Both tactical and strategic intelligence studies are most effective when completed by persons trained in analysis.

Analysis is used throughout the investigative process. Investigative plans are best prepared with analytic input. The data that is collected through search warrants, subpoenas, surveillance, interviews and other investigative means must be organized and analyzed. The proofs necessary to prosecute a defendant are gathered, summarized and organized by analysts. Analysts also provide link/flow charts and can give expert testimony at trials.

Analysis supports long-range planning by providing strategic assessments that give recommendations to policy setters. The needs and resources of the jurisdiction are assessed through analysis which results in identifying alternative strategies which may address the problem. Management then chooses the appropriate strategy, policy, or plan for action.

Law enforcement executives should be cognizant of the inherent friction and rivalry between enforcement and analysis units. The New York City Police Department solved this problem by divorcing all enforcement duties from the Intelligence Division.

Key to the thorough use of analysis within the department are two factors. First, the support of top-level management is imperative. Second, analysis will be understood and accepted throughout the department if the other members of the organization are provided with a brief seminar on its benefits. Analysts can provide this training.

Staffing

The 'typical' analytic unit has a manager or supervisor and three to 12 analysts. This structure is usually found in an agency or organization with 75 or more sworn officers.

Ideally, the analytic unit manager or supervisor should be an experienced analyst. In agencies which require that the unit manager be sworn and in rotation through the unit with no previous intelligence experience, there should be an experienced lead analyst to manage the day-to-day operations of the unit. The latter is not the recommended organizational structure.

The analysts may have a variety of work experience, training and education. Some are recent college graduates, while others have three-to-ten years of experience in the field. Most in the U.S. have four-year degrees while a significant number have post-graduate degrees. In other countries, law enforcement experience is more the norm than advanced degrees.

Key skills and traits for analysts include: excellent research and writing skills; computer literacy; creativity; ability to work independently; logical thought processes; persistence; willingness to make judgments and visualization skills, according to Dr. Charles Frost. Previous analytic-based work experience could be in law enforcement or in journalism, research, the social sciences or another related field.

Analysts need to be self-directed and intellectually disciplined in their work habits, initiating lines of investigative inquiry and identifying resources that will assist the investigation or study.

The analysts may be specialists in particular areas within the field due to their experience or training. Some may focus on financial, crime, or strategic analysis. Or, their jobs might be organized by criminal activity (e.g., narcotics or white collar

crime), or by criminal groups (e.g. Cosa Nostra or Russian Mafia), or by geographic unit (e.g., region or county).

The analytic unit should have adequate data entry support. One of the most time-consuming tasks within the analytic function is the entry of data into computerized data bases. Some analysts spend eighty percent of their time in this task and only twenty percent of their time actually analyzing the data. Using clerical support for data entry provides for a more efficient use of analysts. Agencies which use analysts as data entry personnel are often receiving less analytic support for their investigations than they need.

The hiring process can be aided by the use of internships and by recruiting from colleges. However, there should be gradients of analytic expertise in the unit: not all analysts should be at the beginning level. When this occurs, the unit manager can expect only the most basic analyses to be provided as the depth of experience needed to produce more complex analyses is not present.

The process often includes a review of previously-written materials and the successful completion of a test. This test can require the applicant to summarize an article or passage from a book. It can require an analyst to draw a simple chart and conclusions based on a few pages of investigative material. Depending on the level of the analyst to be hired, the completion of a more in-depth practical exercise--along with graphic products, conclusions and investigative recommendations--could be required. Psychometric tests and logical reasoning tests are also given. If the agency does not have experienced analysts on its staff, it may want to invite an analyst from another agency to assist in the evaluation process. In this instance, IALEIA can provide the names of analysts within a geographic area who might serve as evaluators.

Compensation, Benefits and Funding

A 1990 survey by IALEIA showed that the average annual salary for analysts in the United States was \$36,000 per year. The high and low salaries in the U.S. during the 1990 survey were \$12,000 and \$80,000. Salaries appeared to be lowest in the Southeast and some areas of the Southwest.

Another survey is due to occur and is expected to show that the average salary has grown to better than \$40,000 per year. Naturally, salaries are reflective of the region of the country in which the job is located. Canadian salaries for analysts in 1997 ranged from \$38,000 for starting analysts up to \$62,000 for supervisors and to \$80,000 for managers.

Regardless of geographic region, analysts' pay should be commensurate to that of law enforcement officers' who have the same number of years of experience. This recognizes the value of analysis and provides parity. In some agencies, both sworn and civilian personnel perform the same analytic duties; their pay should be equal.

Employee benefits are often dictated by union contracts, but analysts' benefits should be similar to officers' whenever possible. This includes the assignment of agency vehicles and laptop computers to analysts.

Career paths are generally not as broad in scope for civilian analysts within a law enforcement agency as they are for sworn officers. If the situation precludes analysts from advancing into management of the organization, other benefits should be offered to keep analysts motivated. These might include being sent to advanced training, having dues paid in professional organizations, being assigned special research projects, travel, or support for publication writing and documenting analytic methods and successes.

Another benefit that might accrue to analysts in agencies which could not promote or increase salaries could be paid tuition to further their education and/or a paid sabbatical. The value of interdepartmental loans and 'visiting' analysts should also not be overlooked.

Analysts should be encouraged to take pride in their profession and become certified analysts. This encouragement may include the agency paying for the certification processing and/or giving promotions on the basis of completing certification. The Society of Certified Criminal Analysts is the official certification arm of IALEIA. (See page 21 for information on certification.)

Analytic units can be funded through a number of funding streams which support priority police initiatives today. From SHOCAP (serious, habitual offender comprehensive action program) to community/problem-solving policing, to police computerization projects, to strategic planning components, analysts are a necessity. Many of the grants from the U.S. Department of Justice, Bureau of Justice Assistance, require an analytic component. They often allow grant payments for analytic training, analytic software and publications on analysis. An agency which is seeking funding in support of analysis may receive assistance in grant proposal language and justification from IALEIA.

Whether the analytic unit is funded through the agency or by a grant from another source, it should not be considered an "extra" or a "frill." Analytic support for law enforcement work generates faster and more successful investigations and prosecutions.

Procedures

The analytic unit should have a regularized method of information collection, collation, evaluation, storage, analysis and dissemination. Written procedures should be developed to guide this process.

Under information collection, standards should refer to the need for legal acquisition of data and the evaluation of data as to its reliability and validity. For example, data should be collected in accord with applicable state and federal laws and regulations. The two most broadly disseminated standards in the U.S. are those promulgated by the Federal government to cover the Regional Information Sharing Systems and other information systems undertaken with the use of Federal funds (28 *Code of Federal Regulations* 23.20) and the *Law Enforcement Intelligence Unit L.E.I. U. Guidelines*. Both of these rely on data evaluation criteria and audit trailing to ensure that data entering the systems are appropriate and that the dissemination of the data is authorized.

These written procedures for the analytic unit could also detail the types of analytic products that may be provided to investigators, the method by which an analysis should be requested and what feedback requirements the agency has designed. This document can be provided to the managers of all divisions or bureaus within the law enforcement agency so that everyone is aware of the procedures.

In the experience of Chief Louis Anemone, New York City Police Department, it is imperative that the protocols followed in disseminating intelligence/analysis throughout the agency should be clear and unequivocal.

For a copy of sample written procedures, contact IALEIA in writing.

Training

Analysts should have as broad a range of analytic training as possible. Ideally, this should include training in crime, intelligence/investigative and strategic analysis. Analysts are often asked to perform a variety of tasks depending upon the data at hand and the mission of the particular unit to which they are assigned.

A standard for basic intelligence analysis training, developed over the past two decades, is a one- to two-week course on basic analytic techniques including statistical analysis, frequency distributions, association analysis, telephone record analysis, flow analysis, inference development, and financial analysis. Sources of information and the intelligence process are also covered. In recent years, segments showing different software available to assist analysts have also been highlighted: This analytic training has been available through Anacapa Sciences, the Federal Law Enforcement Training Center, police agencies in various states and provinces, the RISS projects and certain private vendors.

Fewer vendors offer crime analysis training. The Alpha Center for Crime and Intelligence Analysis offers a five-day course on crime analysis which focuses on statistics and the projection of crime rates and possible specific incidents of crime. The International Association of Chiefs of Police also has a crime analysis course. With the advent of software to assist in key crime analysis functions, it is expected that computerized training will also be developed.

Advanced analytic training has been less standardized. Anacapa Sciences, for example, offers computerized analysis and a financial analysis course. The Royal Canadian Mounted Police/Canadian Police College and Istana Enterprises offer strategic analysis courses. The New Jersey Division of Criminal Justice offers advanced investigative analysis, financial investigative analysis and strategic analysis courses. Other courses are available through specific agencies or vendors.

Some agencies, including the Royal Canadian Mounted

Police, have internship programs that combine formalized training with on-the-job training over a two-year period, culminating in the award of an RCMP certification. A less formal program within an organization with several analysts would be to pair more experienced analysts with younger analysts to help guide their development ('mentoring').

While not commonly considered part of an analyst's traditional training, analysts should receive some basic investigative training including collection methods, evidence-handling procedures, agency investigative protocols, interview methods, and court preparation. Often these critical subjects are learned only through guidance by attorneys and investigators, and sometimes by making mistakes.

Analytic training should be provided to everyone in the analytic or intelligence unit, including its senior management levels. This will teach the investigators and managers how to request and interpret analytic projects, as well as to evaluate them knowledgeably. Some orientation level of training should also be given to the managers of the other units or bureaus of the agency so that analysis and its role within the organization is fully understood.

IALEIA maintains a listing of all known analytic-related training on its New York Chapter web site, www.inteltec.com/ialeia. Contact numbers for the training vendors noted above are:

Alpha Center for Crime and Intelligence Analysis
Training - California. 909-989-4366
Anacapa Sciences - California. 805-966-6157
Canadian Police College - Ontario, 613-998-0878
Federal Law Enforcement Training Center - Georgia.
912-267- 3215
Istana Pty. - Australia. +61 64 544 027
New Jersey Division of Criminal Justice Training
Academy - 609-984-6500

Products to Expect

There is a range of analytic products which result from a careful and thorough review of varied documents. The most noticed of these products are often graphic: charts, graphs and tables. The most important products are the written summaries, conclusions and recommendations.

The analytic manager should be familiar with the standards of quality in these products so that the accuracy and value of the products provided can be ascertained. This is one reason why all analytic managers should receive training in analytic techniques and methods. (See training, page 11 - 12.)

Overall, the manager must first be aware of the analytic process which provides the context for the products. The analytic process consists of organizing information, ascertaining its meaning, determining what is there and identifying what is missing that needs to be there to complete a thorough analysis or investigation. Simply, analysis could be thought of as a series of questions which may begin with "what happened?" but do not conclude until the investigation is resolved.

Tactical Analysis Products

From tactical or investigative analysts, the analytic manager can expect to receive:

- association analyses including: link chart(s); biographical summaries on all major figures; summary of the chart; any insights gained into the structure of the organization; and what impact that structure has on the criminal actions occurring or on the investigative steps that might be taken; conclusions about the organization or linkages that can be drawn; and recommendations for further action, which may

- include electronic or physical surveillance, undercover operations, informant development, or specific targeting.
- telephone record analyses including: telephone record chart(s); subscriber information; criminal history record information and background information on all major contacts; primary and unusual sources of incoming calls; written reports including primary numbers called; unusual calls: calls by date and hour or by state or other region; patterns in calls; conclusions and recommendations including requests for the subpoena of additional records or a request for electronic surveillance on certain phones. This analysis is used as part of the probable cause for an electronic surveillance.
- flow analyses--event, activity, commodity and visual investigative--including: information on all major figures; summary of the chart; any conclusions that can be drawn about the activities occurring; and recommendations for further action. These charts often point to missing information or presumed occurrences about which more proofs should be gathered.
- financial analyses--bank record, net worth, business record and source and application of funds analysis--including: summaries of financial activity: tables; graphs: commodity flow charts; conclusions; and recommendations for further action. Recommendations often include requesting the subpoena of additional records, corporate checks or criminal history record information checks, interviewing bank personnel or accountants, and pursuing proceeds of crime legal actions.
- case analyses including a variety of analytic products based on the overall data generated by an investigation. These products are summarized in a written report and include conclusions and recommendations. Case analyses often result in uncovering new leads in an investigation.

Crime Analysis Products

In a crime analysis unit, the manager can expect to receive:

- daily analyses of crime patterns and trends relating to incidents by types, locations, times, weapons used and other modus operandi factors
- crime bulletins with composites of individuals suspected as violators (“bolos”)
- manual or computerized ‘pin maps’ reflecting geographic particulars of criminal activity in the jurisdiction
- surveys of criminal and crime-related activity
- time series analyses showing trends of crime incidents over time
- crime pattern analyses looking at the similarities and differences among incidents to determine if they have been committed by the same individual or group and when further similar incidents will occur
- criminal activity forecasts predicting the severity of future crime
- crime summaries and charts which analyze criminal activity and indicators to support community and problem-oriented policing.

Strategic Analysis Products

From strategic analysts, the analytic manager can expect to receive:

- general assessments on crime groups or activities that may pose a threat to the jurisdiction. These assessments should include:
 - historical information on the group or activity and its primary actors
 - its location(s)
 - sources of income (legal and illegal)

NDIC Drug Group Analysis Model *

- size of group
 - ties to other groups
 - ties to other illegal activities
 - biographical data on leaders
 - potential threat to the jurisdiction
 - possible vulnerable sectors of the jurisdiction
 - conclusions
 - recommendations for action
- vulnerability assessments on events including political rallies, dignitary visits, which could include:
 - potentially vulnerable locations along the travel route or at the site of speeches
 - possible local groups which may disrupt the proceedings including a brief report on their ideologies, potential for violence, histories, memberships, etc.
 - possible outside groups which may disrupt the proceedings including material described immediately above
 - action plans for law enforcement activity regarding the threat posed by a particular crime group or criminal activity.

The Drug Group Model was designed by the National Drug Intelligence Center (NDIC) to dissect criminal organizations in order to exploit their vulnerabilities. Once vulnerabilities are identified they can be manipulated to disrupt or dismantle an organization's effectiveness. The model is included here to show one example of an analytic framework that might be employed by those analyzing drug networks.

The Drug Group Model is comprised of six attributes, six sub-attributes and three transactions. Depending on the organization under investigation, not all of the below-listed topics may be applicable.

Attributes

Production and Procession: The steps of making any drug, from cultivating and/or obtaining raw materials, through manufacturing and refining.

Transportation The movement of the product from its foreign or domestic processing and production site to wholesale distributors.

Distribution: The movement of the product between the transportation function and the marketplace. Distribution facilitates the efficient delivery of the product to the market for retail sale.

Market: The interaction between the seller and the buyer of the product at the retail level,

Finance: The allocation of illegal funds to carry out the objectives of a criminal organization.

Organizational Infrastructure :The operational characteristics of an organization, including the sub-categories: key individuals, command & control, communications, security/countermeasures. and disbursing.

Infrastructure Sub-Attributes:

Command & Control (Management): The ability to plan, coordinate and direct all facets of the organization.

Communications: The means used to exchange or record information by voice, visual, written, or electronic methods.

Conveyances: A means of transportation (airplane, vessel, auto, courier services, mail, etc.).

Disbursing: The distribution/payment of money and goods to carry out the day-to-day operation of the organization.

Key Individuals: Persons who, if removed, would cause a disruption or a dismantling of the organization.

Security Countermeasures: The measures used to protect all aspects, assets and operations of an organization.

Transactional Attributes are the common characteristics or threads which permeate and bind all attributes of a criminal organization:

Events: Significant occurrences involving an organization, focusing on the "who, what, when, where, why and how".

Associations: Relationships among persons, places, things, internal and external to an organization, that can be substantiated through physical connections, links, or commonalties.

Person: An individual who has either a past or current relationship with the organization.

* For more information on this Drug Group Analysis Model, contact the Assistant Director, Intelligence Division, NDIC, at 814- 532-4732.

Evaluation

The products and successes of an analytic unit must be describable and measurable if it is to be judged properly by management. To say that the analytic process is an intellectual one is true, but it does produce results that can be quantified.

Many analytic supervisors require weekly progress reports from analysts on work assigned. While supervision of analysis is essential, it should be remembered that analysts are often well-trained, independent thinkers who may respond more favorably to collegial, rather than hierarchical, management.

The mission of the analytic unit sets the framework for the duties of the analysts and for the expected results. If the mission is to provide accurate, timely and actionable information in support of law enforcement investigations and prosecutions, then its success in providing the data in that manner can be observed.

Some of the quantitative measurements that could be used, depending upon the stated duties of the analyst, are shown below.

If duties include database management and look-ups

- number of inquiries to files
- number of commercial data base queries
- number of Internet searches completed
- number of responses to inquiries (and/or time elapsed between request and response)
- number of positive responses to inquiries
- number of advanced responses to inquiries (involving summarization, conclusion drawing, or linkages)

if duties include investigative analyses

- number of analyses produced
- number of analytic products (charts, graphs, tables, etc.) included in the analyses
- number of leads produced
- number of possible assets uncovered

Certification

number of briefings provided

if duties include strategic analyses

number of assessments produced

number of analytic products (charts, graphs, tables. etc.)
included in the analyses

number of surveys completed

number of action plans completed

if duties include crime analyses

number of analyses completed

number of bulletins produced

number of forecasts made

number of products developed to support community
policing efforts (charts, flyers etc.)

number of surveys completed

if duties include providing analytic training

number of workshops developed and given

number of classes developed and given

number of people trained

composites of evaluations by students

if duties include other management-related reports

number of management-related statistical reports
completed

number of management briefings given

number of grants written

number of grant reports completed

overall professional development

association memberships

conferences attended

certifications achieved

articles written or co-written

In 1990, the Society of Certified Criminal Analysts (SCCA) was developed to establish and apply standards to delineate professional analysts. SCCA is the official certification arm of IALEIA.

Its Board of Governors (nine individuals from three countries) sets criteria for certification and administers the process and certification testing. There are two levels of certification: regular and lifetime. Regular certification, which is valid for three years, requires: at least two years of college, completion of a basic analysis course, membership in IALEIA, current work or three years' past experience in law enforcement, military or international security analysis, and approval by the Board of Governors.

Lifetime Certification requires: at least four years of college, 10 years experience in analysis, membership in IALEIA, completion of a basic analysis course and approval by the Board of Governors.

A five-hour test is mandated for those applying for regular certification. The first part includes 200 objective questions. The second half is a practical exercise which requires the analyst to review several pages of data, to prepare a few analytic products and to arrive at conclusions and recommendations about the material.

Beginning in 1994, the SCCA has given one award per year for Lifetime Achievement. All Lifetime Certified Criminal Analysts are eligible to be nominated for the award.

As growing numbers of analysts become certified, certification should become the standard for hiring and promotion of analysts. In some agencies, certification is already a requirement for promotion.

Questions on certification and/or SCCA can be directed to its Chancellor, Robert C. Fahlman at 613-994-6098 (Ontario) or to its Secretary, Charles Frost, at 207-363-4061 (Maine).

Resources in Literature

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- van der Heijden, Toon and Emile Kolthoff. *Crime Analysis*. ISBN 90-74555-01-2. The Netherlands.

Software, Databases and Open Sources

Analysts should have appropriate software for databases, spreadsheets and visualization of information. Some software of use to analysts includes:

- Q&A (Symantec)
 - FoxPro
 - Paradox
 - Microsoft Office - Excel and Access (Microsoft)
 - Intelligence Analyst Workbench (ICL)
Virginia, 703-757-7320
 - Analyst's Notebook (i2, Inc.) Virginia. 703-684-4425
 - Leads (Orion Scientific) Virginia. 703-524-0504
 - Watson (Harlequin) Virginia, 703-7 15-0305
 - NETMAP (Alta Analytics) Virginia, 703-875-8752
 - Pen-Link (Pen-Link Ltd.) Nebraska. 402-421-8857
 - Base Technologies, Inc. Virginia, 703-848-2400
 - SIUSS (Criminal Investigative Technology) New Hampshire,
603-586-7 156
 - Environmental Systems Research Institute, Inc.
California. 909-793-2853
 - In-Tel-All (Intelligence Technologies, Inc.) New York,
516-871-2100
- A number of commercial databases are available on-line to assist analysts in obtaining information on criminal targets and related material. They include:
- Lexis-Nexis - Ohio. 1-800-227-9597
 - Database Technologies, Inc. - Florida, 954-78 1-522 1
 - Information America - Virginia. 703 807-070 1 x 207
 - Trans Union National Fraud Center - Pennsylvania,
2 15-657-0800
- Companies specializing in providing open source searches on behalf of agencies and corporations include:
- PSC, Inc. - Virginia. 703-716-5000
 - OSS, Inc. - Virginia, 703-242-1700
 - Center for Information Research, Analysis and Training
Mercyhurst College - Pennsylvania, 8 14-824-2 117

IALEIA

The International Association of Law Enforcement Intelligence Analysts, Inc. (IALEIA) began in 1980 and is a non-profit organization with the mission to bring excellence and professionalism to law enforcement intelligence analysis worldwide.

IALEIA now has about 900 members in 48 of the United States and 25 countries in North America, Europe, South America, Australia and the Far East.

A large part of IALEIA's role relates to training and outreach within the law enforcement community. Its annual meeting, held in conjunction with the International Association of Chiefs of Police, provides its leadership with the opportunity to meet with police executives from around the world. In this setting, it can also invite those executives to share their experiences and advice relating to the appropriate role of analysis within the law enforcement community.

A spring training conference, hosted by an IALEIA chapter, allows analysts to receive more in-depth training in new or advanced analytic methodologies. These have become an international meeting ground, with five countries and over a dozen states sending participants to the April 1997 meeting at Marymount College in Arlington, Virginia. The spring 1998 meeting is scheduled for New York City the week of April 13th.

IALEIA also works with major law enforcement agencies and organizations to provide speakers for conferences. In 1996, it made presentations at the annual conference of the Law Enforcement Intelligence Unit, at OSS'96 and at the California Organized Crime and Criminal Intelligence conference. In 1997 it had a booth at the National Sheriffs Conference in Atlanta and co-sponsored the OSS'97 conference.

IALEIA publishes overviews and examples of analytic techniques in its semi-annual *Journal*. Shorter items of interest to analysts and officers (training schedules, local chapter meetings, job openings, etc.) are found in the *Intelscope* newsletter, published three times yearly, or on the IALEIA web site (<http://www.mercy.edu/riap/ialeia>). Submissions to both publications are encouraged.

An annual awards program provides recognition to analysts, authors, police executives and analytic software developers. These awards, begun in 1985, encourage excellence in law enforcement intelligence analysis. They are formally presented at the Annual Meeting in the fall.

An Executive Advisory Board, comprised of police executives who support IALEIA, provides management guidance to the organization. Its members also help IALEIA to reach other major organizations and agencies. Executive Advisory Board members are listed on page 28.

IALEIA also has Supporting Member agencies which encourage analytic effort and professional participation. A listing of supporting agencies is found on page 27.

Membership in IALEIA is open to all law enforcement analysts, supervisors and managers, as well as military, international and private sector criminal analysts and officers. For more information, write IALEIA, P.O. Box 82-1086, South Florida, FL 33082-1086 or call IALEIA President Marilyn Peterson at 609-984-1035 (New Jersey). In Canada, contact IALEIA Executive Director Robert Fahlman at 613-998-6094. In Europe, contact International Relations Director Simon Robertson at +3 1-70-302-5-255.

AIPIO

The Australian Institute of Professional Intelligence Officers (AIPIO) is an organization dedicated to promoting intelligence as a recognized profession in Australia. It was founded in 1990.

The aim of the Institute is achieved through:

- setting membership standards with applicable Australian requirements,
- recognizing individual excellence in the field of intelligence through establishing levels of accreditation.
- facilitating the interchange of information and views on the theory and practice of intelligence. and
- encouraging research into the theory and practice of intelligence.

AIPIO regular membership is limited to persons with three or more years experience in intelligence who have completed an approved intelligence theory and practice course or the equivalent. Associate members are persons involved in intelligence who have not met the full requirements but are working toward that goal or are students. In 1996, AIPIO voted to initiate a 'Fellow' program under which members can apply for the advanced status of fellow. Membership is available to persons living outside of Australia.

During 1997, IALEIA and AIPIO created an affiliation which formalized their working relationship and encourages the two organizations--over 1,500 strong--to work on joint projects to enhance the availability of analytic documentation and training throughout the world.

AIPIO can be reached through its address: P.O. Box 1007, Civic Square, Australian Capital Territory (A.C.T.). 2608 Australia or through its Internet site at ww.aipio.asn.au Paul A. Roger, the President of AIPIO can be reached at 61-733-606-244.

IALEIA Supporting Member Agencies

Federal Bureau of Investigation - Headquarters

Federal Bureau of Investigation - Miami Office

Financial Crimes Enforcement Network (FinCEN)

Insurance Fraud Bureau of Massachusetts

Middle Atlantic-Great Lakes Organized Crime Law Enforcement Network

Mid-States Organized Crime Information Center

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