



PHASE ONE

Guidelines for standards and best practice
within the analysis function

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Foreword

The first tentative steps towards the development of an Intelligence Management Model for Europe were taken during early 2001. It was then that consideration was given to a proposed agenda for the forthcoming European Heads of Training Conference to be held in Scotland in June that same year.

Many such conferences, in all disciplines, provide useful guidance and information to those in attendance. Often however there is little or no resultant legacy in terms of actual and tangible continuous development.

Intelligence Analysis is pivotal in the drive to detect, deter and disrupt criminals and also in the desire to improve community safety and quality of life.

As many law enforcement agencies across the European Community were giving consideration to the implementation of intelligence led policing strategies, it was decided to address this area for further deliberation. Specifically, the Conference identified three outcomes it hoped to achieve, and in doing so, provide a lasting and worthwhile legacy for the Community. The three areas were as follows:

- To identify knowledge and skills gaps for analysts among Member States and identify appropriate training requirements to address them.
- To develop training criteria, within a structured framework, for use across the community.
- To raise awareness among Member States of the potential for the cohesive management of intelligence to capitalise upon the ongoing co-operation in combating organised crime.

This paper, produced following collaboration between representatives of Member States experienced in the fields of intelligence and analysis, specifically identifies the area of analysis for your consideration. It makes clear that this is merely the first stage in the process of developing an integrated intelligence management model for Europe.

In these times of heightened alert and security I commend it to you as a significant document to help promote high standards and best practice within the analysis function throughout the Community.

D Garbutt QPM LLD FCIPD

Director
Scottish Police College
July 2003

Acknowledgements

The need for research into this discipline was identified at a conference of the Association of European Police Colleges held in June 2001. Funding was sought for the project to investigate the development of a European Intelligence Management Model. This was subsequently secured through the European Union OISIN II Programme, with further monies received from the United Kingdom Home Office.

Summaries of the diverse approaches made to the development of an analytical function are included in this paper.

I am indebted to Didier Dochain, Training Co-ordinator in Operational Crime Analysis at the Belgian Federal Police; and Mark Evans, Director of the Analysis Centre, Police Service of Northern Ireland, for providing examples of best practice within the analysis function.

I am also grateful to Richard Landman, Senior Advisor at the National Criminal Intelligence Department of the Dutch National Police Agency for his contribution. In particular, with regard to his experiences in developing both training strategies and infrastructure for Accession States such as Poland and the Slovak Republic.

The support and assistance of their colleagues, staff and organisations is also greatly appreciated.

I would also like to make specific mention of Louise McIlveen for her assistance and understanding throughout the duration of the project.

The Author

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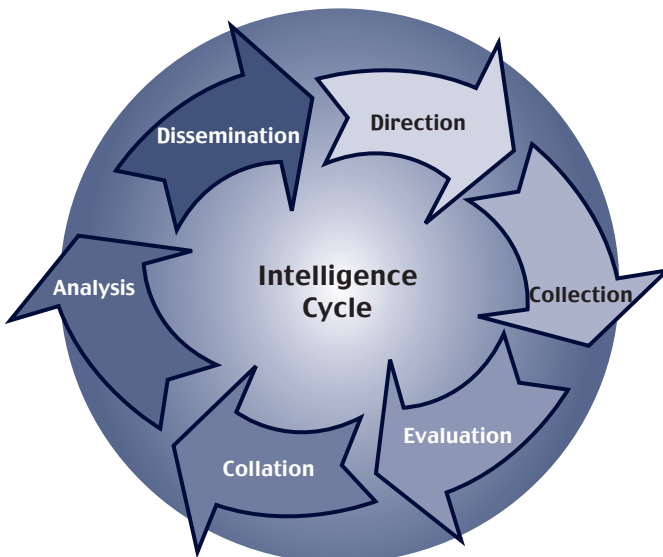
Executive Summary

This paper describes the results of an examination of the role of the Intelligence Analyst in a law enforcement environment within the European Union. The examination was conducted by experienced intelligence and analysis personnel representing law enforcement organisations in Belgium, The Netherlands and Northern Ireland. The Scottish Police College co-ordinated the process through the Scottish Centre for Intelligence and Analysis Training (SCiAT). Representation and advice was also received from experienced practitioners working throughout the intelligence community.

The paper is produced in response to a void identified at the Association of European Police Colleges Summer Conference held in June 2001. The Conference discussed the "Development of a European Working Model for the Management of Intelligence" and it became apparent that Member States vary significantly in terms of their approach to intelligence and analysis.

Many are mistaken in the belief that "intelligence" and "analysis" are the same; possibly because analysis is commonly referred to as "intelligence analysis". In truth, they are two separate disciplines. Analysis forms a significant element of the Intelligence Cycle detailed in Figure 1. The process consists of several constituents that allow for the law enforcement organisation to approach the way in which information is handled in an efficient manner.

Figure 1: The Intelligence Cycle



Skilled analysis is key to the success of this process. It is concerned in the development and testing of inferences, which detail the *who, what, where, why, when and how*, from collected information. This ensures a focused intelligence-led approach contributing directly to the success of law enforcement objectives.

The intent of this paper is two-fold. Firstly, to produce guidelines for Member States and Accession States that currently, or are about to, embrace the concept of proactive Intelligence-Led Policing. Secondly, to promote best practice in the field of intelligence and analysis across the European Union, giving specific regard to the standardisation of analytical products and training.

This paper should be considered as Phase One of the Intelligence Management Model for Europe and will allow those working within an intelligence environment to appreciate the diverse requirements of an integrated intelligence unit. It concentrates upon the Analysis function, however, the Working Group acknowledges that education of Member States in relation to the wider Intelligence function would be beneficial.

It is advised that Phase Two of this project address the issues of standardisation within the Intelligence process, and areas for consideration should include the evaluation process, standard analytical products and dissemination protocols.

In Phase One, the Working Group deliberated over several issues and their findings are outlined here.

Recruitment

Research clearly indicates that there are several different categories of analyst. At one end of the spectrum there is the Strategic Intelligence Analyst working for a national organisation, often involved in work which impacts internationally; at the other end of the spectrum there is the Crime Analyst working for a small police command area involved in work of a local nature. Several levels exist between, as well as those specialist analytical roles in such areas as Fraud, Road Policing and Major Investigations.

Whatever role the prospective analyst is destined to undertake, the importance of selecting the right individual must not be overlooked. To assist in this matter the Working Group has identified some of the requisite attributes under general headings of Skills, Knowledge, Attainment and Attitude, for use when determining an appropriate person specification.

The Working Group recommends that once the person specification is complete, the recruitment process commence with pre-selection testing to allow for a focused interview process.

The Working Group further recommends that the interview panel itself must include an analytical expert in addition to the regular panel members. This is essential if the candidates are to be tested fully in terms of their capability to undertake the roles and responsibilities of the position.

Trainee Analyst - The Benefits

Irrespective of the function of an organisation, the Working Group strongly believes in the necessity for newly-appointed analytical personnel to undertake a period of probation. This allows the individual to benefit in terms of professional development, with the organisation ultimately reaping the rewards long-term as a result.

This paper will not specify the exact amount of time the probationary period should be, as the requirements and training availability will vary across Member States. However, experience suggests that where newly appointed analysts have no law enforcement background, a period of 18 months would be the minimum for consideration. This would enable structured analytical training to be delivered, enhanced with intervals of office-based experiential development.

A structured assessment process is fundamental in the development of analytical personnel. The competency framework developed and utilised by The Analysis Centre, Police Service of Northern Ireland is described in this paper. This method should be given serious consideration as a best practice approach. This paper commends these procedures to all Member States intent upon establishing an analytical capability.

Portfolios of evidence which map the analyst's progress against approved competency guidelines are an essential part of this framework. This ensures that agreed standards and qualities of work are being achieved. These portfolios, when properly managed, also serve to act as a management tool for identifying areas of strengths and development opportunities of the individual.

In harmony with an agreed and structured training plan, the analyst should additionally be allocated a mentor. All new analysts should be assigned to the care of an experienced practitioner who will assist and guide them through the entire training and development programme.

Training Programme for Police Analysts

Organisations must undertake a training needs analysis to identify the training requirements for new personnel. The core components of any training will consist of :-

- Criminal Intelligence Analysis
- Crime Pattern Analysis and
- Supporting software applications

Specialist components will vary significantly according to the analyst's role, but could include subjects such as Courtroom Skills, Major Investigation Analysis, Strategic Intelligence Analysis, Intelligence Awareness, and Comparative Case Analysis.

Intelligence Training for Law Enforcement Personnel

Intelligence is a specialised discipline. Unfortunately this fact is not always readily accepted. It is essential that all individuals involved understand the principles of intelligence and their specific role within the organisation.

For all newly-appointed law enforcement officers, the Working Group believes it is vital they should receive training advocating the importance of intelligence and the processes surrounding it. Intelligence-Led Policing will only succeed if a fully integrated intelligence process exists.

This paper highlights the content of the Intelligence Operatives training course, presently provided to officers in the United Kingdom and recommends its use as a framework by Member States.

For those undertaking the role of Intelligence Manager, this paper highlights the need for considered and managed tasking of analysts as being absolutely essential to the intelligence process. This is only possible if the analyst manager is fully conversant with the role of the analyst and has an understanding of the many and varied products available to them. It is also necessary for the manager to understand the working practices of analysts in order that realistic tasking time scales can be set.

This paper recommends the establishment of a training course for those responsible for managing the analytical function. This will provide the specialist knowledge required to ensure the effective and efficient management of the intelligence unit.

Career Structure for Analyst Personnel

Many deep-seated problems exist due to the provision of single-tier career structures within the analyst community. Lack of management continuity allied to constant changes in both management style and direction results in the analyst becoming frustrated in their attempts to provide quality products.

The Working Group recommends the implementation of an organisational structure that allows career development opportunities, continuity of management and recognition of analysis as a specialised, professional discipline.

The Working Group recognise that the role of the Intelligence Analyst is fundamental to the success of any attempt to pursue a proactive intelligence-led approach to reducing crime and criminality. It is also pivotal in addressing the growing demands of citizens for the introduction of enhanced crime prevention measures and increased community safety initiatives leading to the key overall objective of improving the quality of life of individuals across the Community.

It is important that in addressing these demands and objectives, the individuals undertaking the role of an analyst are able to provide a quality, professional service.

Research clearly indicates that there are several different categories of analyst. At one end of the spectrum there is the Strategic Intelligence Analyst working for a national organisation, often involved in work which impacts internationally; at the other end of the spectrum there is the Crime Analyst working for a small police command area involved in work of a local nature. Several levels exist between, as well as those specialist analytical roles in such areas as Finance, Road Policing and Major Investigations.

Whatever duties the prospective analyst is destined to undertake, the importance of selecting the right individual must not be ignored. To assist in this matter the Working Group has identified attributes to be sought when embarking upon a recruitment process.

Person Specification

Four separate areas are identified for consideration; Skills, Knowledge, Attainment and Attitude. Recognising key requirements for the post in question can allow for the identification and assessment of an individual's suitability for a particular role.

The requirements will vary dependent upon the position, however, there are attributes which will be key for any position. Details of some are provided here for your consideration.

Communication Skills

Communications skills - written and oral - are key when both producing and disseminating analytical products; intelligence is worthless if it is not shared with others. Explaining a complex case to those with prior knowledge of it can be quite straightforward, however, an analyst must be able to convey the same picture, clearly and simply, to those who do not have the benefit of detailed case knowledge.

Visualisation Skills

Representing data in a visual form assists all analysts in conveying their interpretation of the data. Analysis is viewed by some as solely being the provision of diagrams and charts, however, the analyst knows that this is only one of many products of the analytic process.

Computer Literacy

Though it will pain some of the elders within the analyst community, it is now fair to say that computer literacy is an essential skill requirement for analysts. The computer is now an invaluable tool whether the analyst is researching for public information over the internet, preparing a written report, using spreadsheets and databases to compile data, using visualisation tools or using mapping programmes.

There are also key attitudes that the analyst should have. Some that are common to most analytical positions are detailed here:

Willingness to Make Judgements

An analyst must be considered as a problem solver. They must have confidence in their conclusions as the “expert” on the data they have researched and analysed. An inability or unwillingness to reach a conclusion serves neither the analytic process nor the organisation.

Flexibility

An analyst needs to be able to react to change. Analysts often function at the forefront of law enforcement. They must be able to adapt to changes around them whilst also being a catalyst for change themselves.

Independent Work Habits

An analyst needs to be able to work independently and without constant supervision. They must be self-motivated and self-determining, that is, they need to identify a problem and decide how to approach it without constant recourse to others.

Persistence

An analyst must be persistent in their efforts to pursue leads. This is what allows the analyst to achieve their goals when they may appear unattainable.

Logical Thinking

The ability to think logically, identify trends, forecast and predict future events is critical to an analyst. Conversely, those who cannot organise and understand data will not excel in analysis. Logical thinking may come easier to some than others, but it can be taught to a certain extent.

The Person Specification for the Intelligence Analyst shown in figure 2 is not intended to be a definitive list of abilities. It includes suggested areas for consideration when appointing an Intelligence Analyst and can be amended to suit any post within the organisation.

The specialised nature of the job requires any advertisement to be targeted to reach those individuals who are most likely to have the potential to meet the requirements set out in the person specification.

Having identified the requisite skills and attributes it is essential, if one is to attract the ideal candidate, to advertise in the appropriate media. Whilst this process may on occasions appear costly the benefits to be gained long term are immeasurable.

Figure 2: Person Specification for Intelligence Analyst

SKILLS	KNOWLEDGE	ATTAINMENT	ATTITUDE
Essential			
Interpersonal Communication (written & verbal) Organisational IT (word-processing & spreadsheets) Judgement Capacity to Learn Ability to work under pressure	Organisational Understanding (of Goals & Objectives) Current Affairs	Scholarly Attainment (Arithmetic & Local Language) Experience working with external agencies	Self-motivated Flexible Common Sense Logical Creative Professional / Ethical Enthusiastic Open Minded Confident Inquisitive
Desirable			
Second Language Initiative Case Management IT - Police systems	Law enforcement (Police & judicial) Social Awareness Appropriate Legislation	Experience of working in similar environment Academic Degree Membership of accredited associations Investigative experience	Dynamic Innovative Team Player Persuasive Diplomatic

Pre-Selection

After receipt of the applications, a rigorous process of pre-selection must take place. Whilst this would be role-specific, consideration should be given to the following which are employed to varying degrees throughout the UK:

- Psychometric testing
- Essay writing
- Test of verbal and logical reasoning
- Practical case study exercise
- Surprise telephone interview.

In Belgium, where experienced officers are appointed as analysts, the pre-selection process includes the following:

- Cognitive and “psycho-technical” tests (written)
- Interview with a police psychologist for validation of written results
- Practical test
- Final interview by a panel of skilled analysts.

Pre-selection criteria helps to inform the decision-making body of a candidate’s credentials, thus reducing the size of any short list and enabling a focused selection process to be undertaken.

Furthermore, it serves to impress upon the candidate the special nature of the role they may be about to undertake.

For larger scale recruitment, some law enforcement agencies are already using private recruiting organisations to administer these initial tests.

The Interview

Interviews are an important part of any staff selection process. A refined interview technique often accomplishes what a written test can rarely do. It allows the quality of a candidate’s mind and disposition toward intelligence analysis to be assessed objectively. The most fruitful interview is that which is planned carefully by the selection panel and prepared for by the candidate.

The interview panel itself must include an analytical expert. This is essential if the candidate is to be tested fully in terms of their capability to undertake the roles and responsibilities of the position.

In order to test their ability to work under pressure, the candidate could be asked to give an oral presentation on a subject given to them only hours before.

Any good interview will explore a candidate's motivations. This is especially important for analytical work where the rewards are more often the satisfaction of unravelling a problem rather than monetary reward or the satisfaction of direct participation in pursuit of the criminal. The interview will also need to assess the candidate's qualities in terms of scrupulous attention to detail. Without this, good intelligence discipline can quickly dissipate resulting in analytical studies floundering with the possibility of prosecutions failing as a result.

In Belgium, where the candidates are law enforcement officers with previous investigative experience, they are asked to submit copies of field reports they have written. These reports are then used as the basis for a discussion of personal work habits, collection techniques and thoroughness.

3. Trainee Analyst - The Benefits

Historically, an analyst has been termed as such either immediately upon appointment or following the completion of a Criminal Intelligence Analysis training course. In reality it can take a period of between two and three years before an individual has the opportunity to sufficiently consolidate theory with practical experience and therefore provide a quality service.

The Working Group strongly recommends that a period of time should be set aside to cater for the initial development required when undertaking such a specialised role.

Analysts new to the discipline should be appointed as trainees, and as such be considered as undertaking a probationary period. The benefits of such an approach are significant:

- It helps prevent the possibility of intensive demands upon the analyst to operate to full effectiveness immediately upon arrival causing a situation that is both impracticable and unhelpful.
- Operational officers will be sympathetic to the fact that the analyst is new, inexperienced and still undergoing a period of training.
- The individual will have breathing space to learn the processes, increase their knowledge, and understand their function within what is often an alien environment.

The length of such a probationary period will depend on the individual's skill level and knowledge base, coupled with the breadth and depth of training opportunities available to them.

During this process it is essential that the trainee undergo an assessment procedure to ensure quality of work. Milestones and goals should also be established to ensure satisfactory personal development.

Additionally, organisations should implement a mentoring scheme whereby the newly appointed analyst can benefit from their mentor's knowledge and experience.

This paper gives details of the approach taken by two Member States each having a contrasting stance on recruitment.

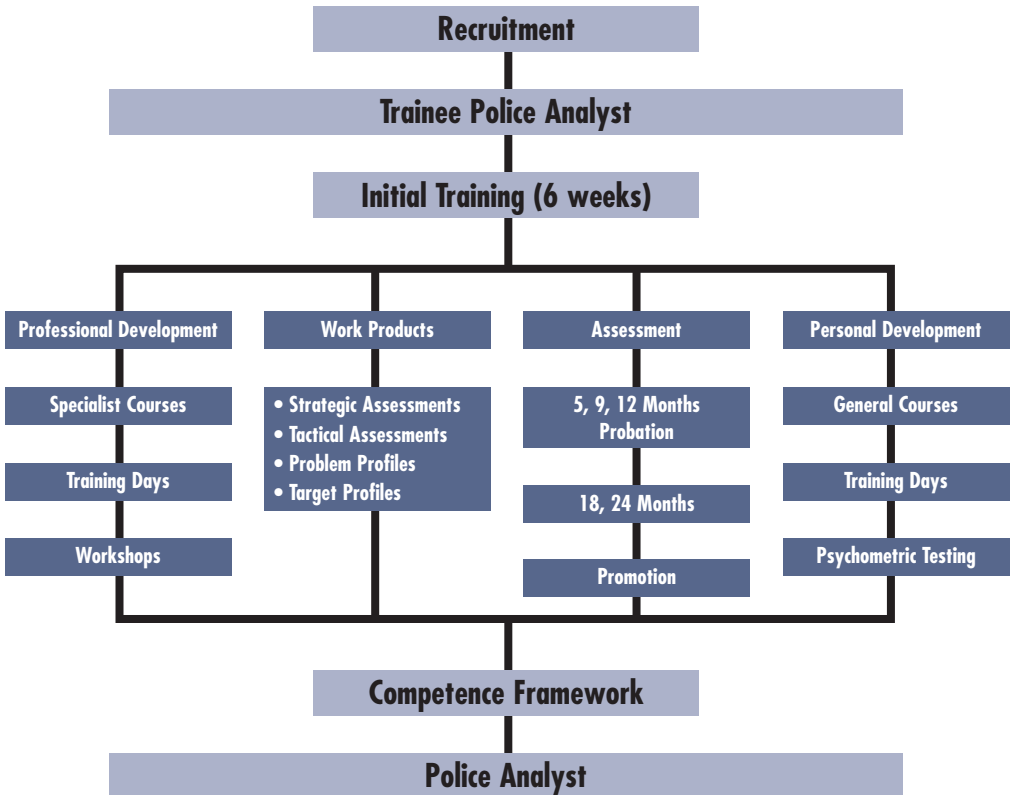
The Police Service of Northern Ireland

The Analysis Centre recruitment process involves the targeting of civilian personnel, often with no experience in law enforcement. A probationary period of 24 months is undertaken.

Within the Police Service of Northern Ireland, analysts are expected to apply key elements of the UK National Intelligence Model (NIM)¹. Particular emphasis is placed upon four primary intelligence products, namely Strategic Assessment, Tactical Assessment, Target Profile and Problem Profile.

In order to ensure the PSNI's Analyst Development Programme (ADP) supports the NIM, a competency-based framework has been produced. This work-based process is detailed in Figure 3.

Figure 3: PSNI Analyst Development Programme



¹ UK National Intelligence Model 2000

During this period all trainees are required to maintain a comprehensive portfolio of evidence showing progress against the following five key work areas:

- Analysis: application of the analytical process
- Information: managing and supporting the efficient use of information
- People: creating and maintaining effective working relationships
- Presentation: effective presentation of results
- Liaison: within own organisation and with other organisations.

Belgian Federal Police

The training period in this instance is five months, during which the officer attends an intensive theoretical programme. After successful completion of this programme the officer is further required to evidence that they are functioning effectively as an analyst upon their return to a police unit.

The conclusion of this process requires the candidate to work on a “real” operation where they are required to undertake the analysis and then present their findings to both investigators and magistrates. Upon satisfactory completion, the candidate receives a certificate of competency.

If, after the five-month process, any doubt exists as to an individual’s level of competency a further period of training is offered. This is undertaken centrally to allow close monitoring of the way casework is managed. If the candidate develops to an accepted standard, a certificate is then awarded.

4. Training Programme for Police Analysts

The Working Group believes that an agreed outline of a training programme is required. It is essential that the training included in this programme is either assessable or examinable i.e. certification upon attainment, not attendance.

It is important also that an analyst is educated to respond to the demands of their individual working environment.

The development of new analysts will include several key training components. These must be delivered in the appropriate sequence befitting the individual's role. The following courses could be used to assist in designing an individual training strategy:

- Criminal Intelligence Analysis
- Crime Pattern Analysis
- Appropriate computer software applications
- Courtroom Skills
- Major Incident Analysis
- Strategic Intelligence Analysis.

Other specialist courses for consideration include Telephone Analysis, Financial Analysis and Open Source Research.

Training must be tailored accordingly for those working at local, regional and national level, but must be flexible to ensure an understanding of all levels of policing. It must also cater for those areas such as Special Branch and Financial Investigation Units.

This paper presents a breakdown of the approach to training currently offered in three Member States considered to be advanced in this discipline. This will allow the reader to consider the options before deciding upon the most appropriate course of action.

Approach 1: The Police Service of Northern Ireland

The Police Service of Northern Ireland Analysis Centre is fast developing a reputation as a leader in the field of analyst development. New analysts are employed as Trainee Police Analysts and detailed beneath is an understanding of the programme adopted.

- All trainees must maintain a portfolio of evidence, which maps progress against the competency areas and includes witness testimony.

- They must undertake an intensive five week training programme before taking on their role as a trainee police analyst.
- New analysts are assigned to the care of an experienced analyst who will assist and guide them through their period of training.

Approach 2: The Belgian Federal Police

In Belgium, analysts are usually experienced police officers who have been identified as possessing the basic level of skills and experiences required to develop into an intelligence analyst.

The programme offered here has the approval of the central authority for the Belgian Federal Police Schools. A modular approach is used and this is detailed as follows:

Module 1: The National Specialised Training Police Academy

Basic introduction to the training programme, practical guidelines for long-term training period and student evaluation system.

Module 2: Position of the crime analyst in the judicial process

Federal and local police structure and organisation; Legal framework for police missions; Role of the crime analyst.

Module 3: Crime analysis history and main principles

Different techniques in crime analysis; Evolution in Europe; Analytical guidelines.

Module 4: Phenomenon analysis

The study of a criminal phenomenon; Sources of information; Applied charting techniques.

Module 5: Case management

The intelligence cycle and the evaluation grading system; How to classify, structure and record information efficiently.

Module 6: Basic charting techniques

Quick reading technique; Basic charting; Reporting and Dissemination.

Module 7: Specialised charting techniques

Combining different entities; Commodity Flow charts, Sequence of Event charts, Activity charts; Time and space dimension.

Module 8: Specific data handling (telephone and financial)

How to read and chart telephone observations; How to read and chart financial transactions.

Module 9: Logical processes, hypothesis and recommendations

Inductive and deductive logic processes; Hypothesis development; Intermediate and final operational recommendations; Presentation of recommendations.

Module 10: Communication and dissemination of the results

Template of an intermediate and a final written report; Case summary for justice.

Module 11: Privacy

Belgian law on privacy; Data registration.

Module 12: Basic profiling techniques

Definitions and range of profiling; Victimology and offender typologies; Content of a criminal profile; Added value of criminal profiling.

Module 13: Automated techniques

Use of general software for crime analysis purposes; Use of analytical software.

Module 14: Crime analysis bureau management

Meeting/coaching techniques - conflict and time management; Crime analysis projects methodology.

Certification is only achieved upon successful completion of this five month programme. The criteria used for success and failure is determined and explained to students in advance of the programme.

Approach 3: National Criminal Intelligence Service (NCIS) UK

The National Criminal Intelligence Service within the United Kingdom co-ordinates discussions regarding training of analytical personnel. They have adopted a multi-agency approach incorporating senior analysts from 25 law enforcement organisations.

This NCIS-led Working Group on Performance Standards and Training for Criminal Analysts produced national course outlines for theoretical analytical work in law enforcement. Course design has been agreed based upon the knowledge and expertise of analysts. Details can be obtained from the National Criminal Intelligence Service.

5. Intelligence Training for Law Enforcement Personnel

Intelligence-Led Policing is not just a policy change, it is also a culture change for law enforcement organisations. As such, it impacts upon every single employee, at whatever level they are working in the organisation.

Any organisation aspiring towards a professional, integrated and fully functional Intelligence-Led Policing model, must ensure that the training programme mirrors this desire. It is of little use having intelligence personnel fully trained and competent in their role, if the operational and beat officers are not fully apprised of the need to submit intelligence.

The Working Group recommends that law enforcement organisations give consideration to providing structured intelligence training to all officers irrespective of where they work. This instruction must be fully integrated into their wider training doctrine.

Adopting such a wide-ranging approach can lead to an integrated and efficient organisation staffed by committed, competent professionals who are able to function both as individuals and as organisational team members. Without it the drive towards Intelligence-Led Policing may fail.

The training will vary dependant upon the skill level of the individuals concerned. They should develop an appreciation not only of their own role but also that of their colleagues. This wider awareness will contribute towards the achievement of real, recognisable, and quantifiable organisational benefits.

Whatever the approach, the goal is to ensure that the intelligence process enables efficient, effective and informed decision-making.

Probationary Officers

Even in the recent past it was deemed unnecessary to burden probationary officers with intelligence training but it is now recognised and accepted as being a vital component in their early development within the service.

There is no requirement for in-depth training, indeed there is likely to be greater benefit for all concerned if sessions on intelligence are given with the intent of brokering awareness and understanding.

Subjects to be conveyed should include the following:

- The history of Intelligence-Led Policing.
- The Intelligence Process.
- The importance of precise evaluation of intelligence.
- The consequence associated with failing to provide information.
- Sharing of information with partner organisations.
- Basic awareness of analytical techniques.

Intelligence Officers

Individuals working as Intelligence Officers require more in depth training including practical instruction on how to task and direct, collect, evaluate, collate, analyse and disseminate. Of necessity, this training is longer than that received by either probationary officers or analyst managers.

Forces in the United Kingdom now deliver training specifically for personnel who are working in dedicated intelligence units. This course, known as the Intelligence Operatives training course, aims to provide the knowledge and skills to function effectively in an Intelligence-Led Policing environment.

Typical content is detailed below and is given here as a guide for training departments to consider when developing such a course. Where legislation and working practices differ, individual Member States and organisations will require to make the appropriate adjustments.

The Principles of Intelligence:

The Principles of Intelligence; sources of intelligence; the Intelligence Cycle.

The Evaluation Process²:

The principles of evaluation and dissemination.

Protective Marking Scheme for Intelligence Assets:

Classification of intelligence assets; applying appropriate security measures.

Source Protection, Sanitisation & The Confidential Source Register:

Sanitisation of intelligence reports; the function of a confidential source register.

Disclosure:

Protecting sources of intelligence from disclosure.

Data Protection:

Information process; Data Protection; Computer Security.

The Role and Duties Of A Field Intelligence Officer

The Development of Target Packages

Flagging Procedures:

Local, National and International Flagging Procedures.

Financial Investigation Unit:

The role of the Financial Investigation Unit; Proceeds of Crime legislation.

Communications Data:

Legislation and procedures for communications data.

The Role of the Analyst.

National Intelligence Model:

The fundamental principles and philosophy of the National Intelligence Model.

Legislation - Surveillance:

Legislation and requirements governing directed and intrusive surveillance.

Legislation - Covert Human Intelligence Sources:

Legislation relating to the conduct and use of registered informants.

Intelligence Cells:

The purpose and processes of intelligence cells.

Other Agencies:

The protocols to be adopted when dealing with external agencies such as the Prison Service.

In addition, training should be provided in other professional development areas such as specific types of crime, ethics, or forensics. This type of training should take on a "learn

by doing” approach so that the methods and techniques are integrated into the intelligence officers’ skill set.

Analyst Managers

The Working Group believe that it is absolutely essential to the intelligence process that considered and managed tasking of the analyst takes place. This is only possible when analyst managers are fully conversant with the role of the analyst, as well as having an understanding of the many and varied products the analyst can provide. It is also necessary for the manager to understand analyst working practices in order that realistic time scales can be set.

This paper recommends the establishment of a training course for the managers of analysts to provide the specialist knowledge required to ensure the effective operation of an intelligence unit.

Within the Scottish Police Service a course is currently being developed for Intelligence Managers. The course aim is to provide the student with the knowledge and skills necessary to manage and utilise intelligence within an Intelligence-Led Policing environment.

The course has two distinct components. The first requires the manager to undertake work in advance of attending the course. This is provided in the form of a flexible learning log and forms part of the assessment process scheduled for the first day of the residential training course.

Pre-course work undertaken as a flexible learning log:

- Principles of Intelligence
- Evaluation
- Protective Marking Scheme
- Source Protection
- Sanitisation & The Confidential Source Register
- Data Protection
- Flagging Procedures
- Communications Data

- Legislation
- Protocols with outside agencies

These topics are further enhanced and developed on attendance at the residential training course. Course content is detailed below:

- National Intelligence Model
- Analytical Products
- Strategic Intelligence Requirement
- Tasking & Co-ordination Process
- Scottish Intelligence Database

6. Career Structure for Analyst Personnel

Many deep-seated problems exist due to the provision of single-tier career structures within the analyst community. Many organisations have suffered as a result of losing experienced and expensively-trained personnel to either commercial organisations or other law enforcement bodies. A lack of management continuity can lead to the analyst being frustrated if there is an absence of focus and direction. Insufficient understanding of the Intelligence Analyst's role can also lead to irritation as it appears that the analytical product is undervalued.

The Working Group recommends the implementation of an organisational structure that allows career development opportunities, continuity of management and acceptance of the specialised nature of the discipline of analysis.

It is not possible for this paper to detail the definitive structure as this will vary according to the individual organisation or agency. However, it is useful to see the approach made by organisations currently providing analytical support to the Intelligence-Led Policing Model.

Interestingly, in both examples shown the senior analytical position is responsible directly to a very senior police officer.

Figure 4 shows the structure adopted by Strathclyde Police in Scotland. This is given greater significance by the fact that for the five years, up until June 2002, a single tier of seventeen analysts existed.

Figure 4: Organisational Structure for Analysts - Strathclyde Police

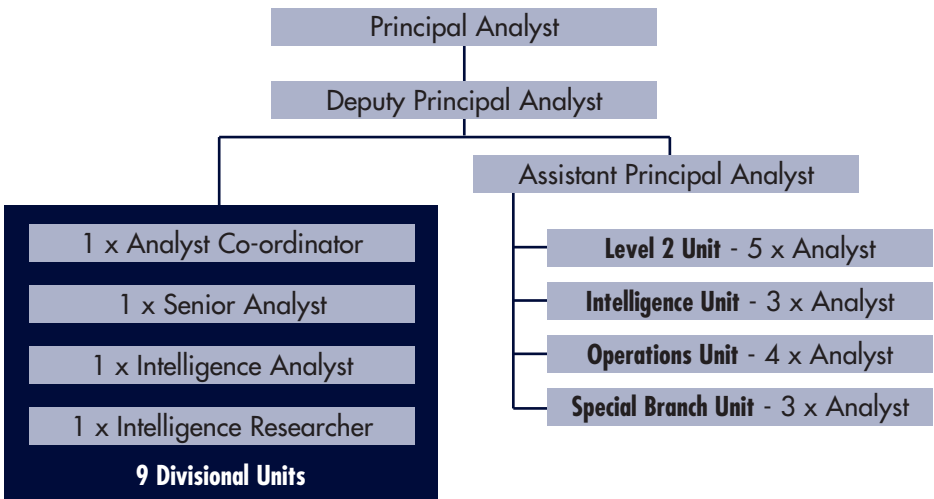
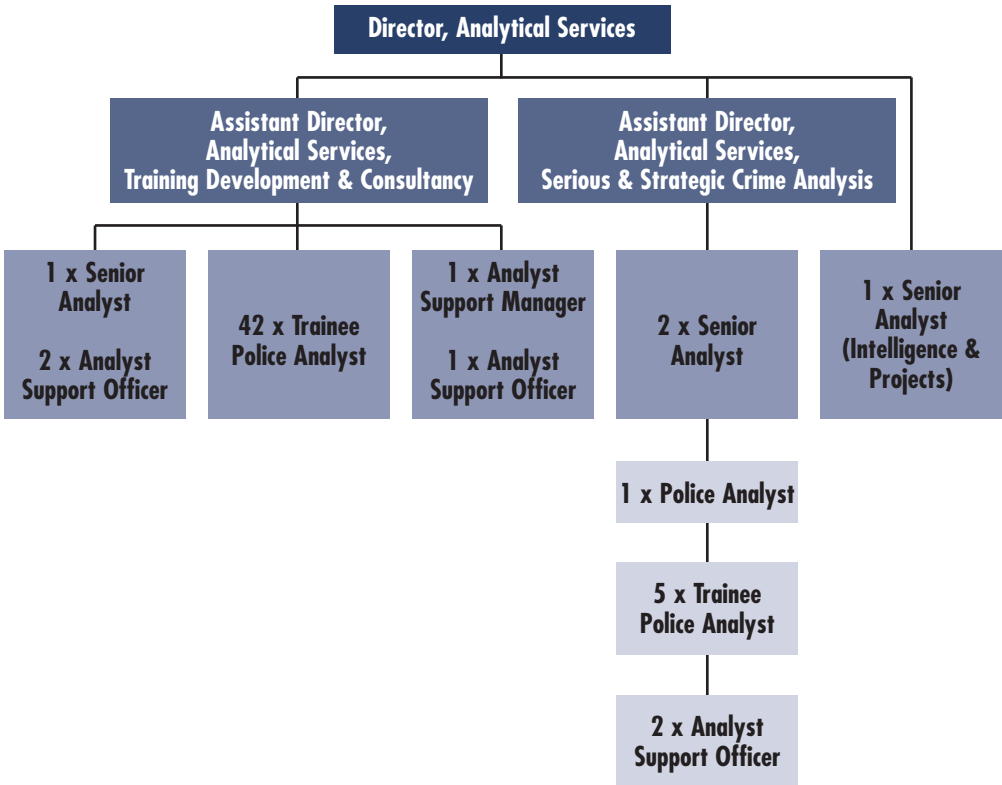


Figure 5 shows the structure implemented by the Police Service of Northern Ireland. This was the culmination of an intensive period of research assessing existing organisational models.

Figure 5: Organisational Structure for Analysts - PSNI



Organisations that possess an integrated analytical function understand the benefits of employing, and more importantly retaining, dedicated, professional and experienced staff. Research shows that considered organisational structures offering both career and personal development opportunities serve the needs of both the individual and the organisation well. This is evidenced by greater staff retention and improved job satisfaction which, in turn, lead to the achievement of higher standards throughout the Analysis function.

Recommended References

7.

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