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INTELLIGENCE TRAINING

EFFECTIVE TRAINING FOR EFFECTIVE SOLUTIONS

International participants from law enforcement, academia and the commercial sector gathered at Mercyhurst College. Erie, Pennsylvania, for the 3rd International Colloquium on Intelligence in 3 June. Hosted by Mercyhurst's Research/Intelligence Analyst Program, its non-profit Center for Information Research, Analysis and Training (CIRAT), and information resource Lexis-Nexis, the theme of this year's conference was "Addressing Unmet Law Enforcement Intelligence Training Needs". It was not just about talk, but about action, and a working group, consisting of intelligence trainers and practitioners, is already developing the findings of the colloquium. Bernadette Faurie reports.

Two years ago, the Mercyhurst colloquium was born with the idea of bringing together intelligence practitioners and decision-makers from law enforcement, national security, competitive intelligence and academia, together with information technology, to discuss mutual issues in an unconstrained environment. At the first event, participants examined the use of open source information in the 21st Century, while last year they debated the worth of intelligence and improving return on investment. The challenge for this year's participants evolved from an issue which found priority and common ground in the course of the previous two years' findings - education.

In his opening address, host Robert Heibel set out the challenge. He emphasised that the issue of addressing law enforcement's unmet intelligence training needs was, "crucial to the success of effective law enforcement in the 21st Century and also, because of organised criminal activities, to the national security of our respective countries."

Despite today's emphasis on intelligence-led policing, Mr Heibel had identified that, as long as fifteen years ago, while the criminal intelligence function was recognised as an effective tool in the accomplishment of successful operations, even the bodies that recognised this paid scant attention to intelligence related training in their schedules. He said: "in my opinion, law enforcement at all levels - international, federal, state and local - more so than any other of the intelligence disciplines, is caught in a self-defeating 'Catch 22' situation consisting of two elements: its leadership and its analysts. For law enforcement to buy into the intelligence process, they must be educated as to what they should, and should not, expect and demand from their intelligence analysts. This, of course, raises the issue of who is going to produce those quality analytical products, if leadership does not support its analysts. This is the Catch 22, for without leadership buy-in intelligence entities will not get the resources needed to understand the process, develop skills and produce the products to educate decision makers and meet their needs."

Starting at first base, participants examined the attributes and skills required in the effective analyst. Jill Webb, chief of the US Drug Enforcement Administration's Intelligence Training Unit, outlined the DEA's training programme, a 'hands-on' practical course with an operational rather than strategic emphasis, including real scenario replication, to meet DEA requirements in national and international environments. Ms Webb stressed the wide range of age and backgrounds of her analysts, and in pinpointing the qualities of a successful analyst, added the one that can't be taught - enthusiasm. "We want people for whom this is not just a job, not just a stepping stone," she said.

From South Africa, Dalene Duvenage, who spearheads the development of an intelligence analysis training programme customised for the unique context of the region, provided a fascinating interpretation of the ideal attributes and skills of a successful analyst, comparing them to those of a Zulu warrior She agreed with Jill Webb on the vital element of passion for the job.

Gary Burton, currently serving as chief of the FBI's Intelligence Development and Management Unit, highlighted the importance of judgement, flexibility, initiative and motivation as attributes. His unit is drawing on selected external professionals to help identify core competencies for a training programme and for curricular development.

Given the diverse background pool from which successful analysts are drawn, William Meehan, who is currently assigned to the International Atomic Energy Agency where his involvement includes development of training programmes, stressed that evaluation of the successful analysts hired already is vital in the identification of attributes. Mentohng and evaluation systems and exercises also have a large part to play in the development of successful intelligence analysts.

Although through the panel presentations and ensuing discussion a wealth of skills and attributes were arrived at (see table 1), it was quickly pointed out that this 'super analyst' would possess the attributes desired for most professions, in an ideal world. Could this 'ideal' end up as a 'jack of all trades' or like the super plane, designed to do everything but unable to get off the ground? And how much of this could be taught? How do you teach passion? Well, you ran design and develop programmes to bring it out.

THE IDEAL ANALYST	
Attributes	**Skills**
Broad-based knowledge	Writing(clear, articulate
Relevant experience and education	Cultural Awareness
Valuing diversity	Language
Integrity (personal and professional)	Communication (oral)
Pragmatism/flexability	Leadership/mentoring
Passion/drive/motivation	Empathy without compromise
Objectivity/Impartiality	Technological competence
Tenacity	Triage (approiate priorities)
Acceptance of ambiguity	
Interpersonal communication	Judgement

Some 'marketing' among the public and management of the analyst's role and skills, promotion to increase recognition, was viewed as key to developing perception of analysis as a professional and valued commodity, which in turn would encourage more professional pride and longevity in the job. There is still a need to 'strip away the false mirrors and smoke' surrounding the analyst. Development of a culture in which the career analyst would be able to grow was viewed to go hand in hand with more recognised and standardized training and qualifications.

Training modules in operation at several agencies were then outlined, and debated by breakout groups to determine the criteria for a basic core training, or at least universal principles onto which agency-specific needs could be built. The next challenge, however, was whether such a large-scale project could be

implemented, and if so, how. How would agencies respond? Could such a programme be constructed to gain international acceptance?

As a starting point, the consensus was that the UK National Criminal Intelligence Service's National Intelligence model (see Table 2) be accepted and examined as a basis, then additional products could be identified for transnational acceptance. An Organisation to form voluntary standards could be initiated, then the potential success would need to be sold on a universal basis.

The UK NCIS National Intelligence Model –
Product Model
- Network Analysis
- Market Analysis
- Criminal Business Analysis
- Target Profiles
- Results Analysis
- Risk Analysis
- Operational Intelligence Analysis
- Demographic and Social Trends Analysis
- <u>Crime Pattern Analysis</u>

In order to do this, communication and feedback from agencies would need to be part of the process. Any programme would have to encompass universally accepted standards, which overcome any language or jurisdiction barriers. If certification was eventually judged to be requisite, this could perhaps be achieved via the International Law Enforcement Intelligence Analysts Association (ILEIA), an internationally established body, or through the formation of an academic qualification in partnership with agencies and universities. However, whether as an in-house standard or outside training programme, which any analyst could attend, the programme should create legitimacy for the profession and common-ground standards. Eventually, distance learning would enable the participation of more analysts, especially those with little or no access to training.

By starting the process slowly, in a modularised manner and with realistically achievable goals, it was judged possible to create this new vision for the training of law enforcement intelligence analysts. As Robert Heibel concluded: "I feel we have broken new ground here. The challenge now is to produce." It has already progressed. The first meeting of the working group was scheduled for July, when work will continue on the development of a basic course.

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