A Holistic Training Program for Law Enforcement Analysts

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Holistic Intelligence Training

• Objectives

  – To examine the many challenges of intelligence analysis
  
  – To present the work of the VALCRI consortium and our efforts to address these challenges
  
  – To re-imagine the training and development of analysts
  
  – To invite your comments, criticisms, and collaboration
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- Challenges to Effective Intelligence
  - Cognitive pathologies
  - Poor management
  - Resource constraints
  - Poor data quality
  - No knowledge of customer requirements
  - Poor processes
  - Poor IT literacies
  - Redundant IT systems
  - Little or no feedback on performance
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• Lessons Learned
  – The intelligence cycle does not reflect the work analysts do
  – The analyst’s work is never exclusive to the production of intelligence
  – Analysts’ training does not address the causes of analytic failure
  – Addressing this problem obliges us to change paradigms
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- Cognitive
- Operational
- Technological
- Informational

Organisational
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• Intelligence work spans five separate but interconnected domains

  – Organisational: Activities pertaining to an organisation’s mission, objectives, etc.
  – Operational: Activities pertaining to the execution of orders, projects, etc.
  – Informational: Activities pertaining to use and management of information
  – Technological: Activities pertaining to the use and management of IT
  – Cognitive: Activities pertaining to the cognitive dimensions of analytic work.
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• The VALCRI Project

  – A four year, EU-funded project led by Middlesex University

  – The project is intended to enhance criminal intelligence analysis through a suite of advanced data processing, analytic and sensemaking tools

  – VALCRI acknowledges that technology works best when it augments the cognitive abilities and contextual circumstances of the analyst

  – The objective therefore is not just to improve the analyst’s technical toolkit, but their abilities across all five architectures
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• Key Questions

  – What do analysts need to know to perform effectively?
  – How do we enhance critical, creative and conceptual thinking?
  – How do we enable resilience, adaptability, initiative and leadership?
  – How do we improve the flow of information across silos?
  – What legal or ethical issues should analysts be sensitive to?
  – How do we make the answers to these questions practical?
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• The VALCRI Syllabus

  – A comprehensive training program on:

   1. The disciplines that enhance individual analytic capabilities
   2. The disciplines that enhance organisational analytic capabilities
   3. The use of the VALCRI system and its individual components
## Holistic Intelligence Training

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**Academic Level**

**Doctorate**
- PhD
- DBA / DProf

**Masters**
- MA / MPhil / MBA
- MIA
- Prof

**Diploma**
- PgDip
- PgDip
- PgDip

**Certificate**
- Non-Academic Short Courses / Certificate Programs
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• **Short Courses and Certificate Programs**

  – We envisage a series of short courses covering specific skills (e.g. data visualisation, information management, critical thinking, etc.)

  – They are intended to serve as a springboard to further training or a formal academic qualification

  – The courses would be modular in nature, allowing students to combine topics or focus on specific aspects of the intelligence challenge
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• Masters and Doctoral Programs

  – Dedicated academic programs providing instruction in all five dimensions of intelligence, or the option to specialise in a specific area

  – Such programs would be applied, theoretical or hybrid

  – The former would oblige students to address those challenges that impact the work of their organisation

  – The latter would invite students to advance our theoretical knowledge and / or the state-of-the-art in the field of criminal intelligence
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• Next steps
  – Development and testing of the VALCRI syllabus (volunteers welcome!)
  – Development of maturity models to support assessment and progress
  – Development of the academic programs with Middlesex University
  – Comments, suggestions, criticisms welcomed, as are partners
Thank You

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