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# **Core Criminal Intelligence Training Standards for United States Law Enforcement and Other Criminal Justice Agencies**

Prepared by  
**The Global Justice Information Sharing Initiative  
Intelligence Working Group**

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## **Background**

The International Association of Chiefs of Police (IACP) and the Community Oriented Policing Services (COPS) “Summit on Criminal Information Sharing: Overcoming Barriers to Enhance Domestic Security” underscored the need to establish standards for intelligence training.

The IACP *Criminal Intelligence Sharing Report: A National Plan for Intelligence-Led Policing at the Local, State and Federal Level* included the recommendation to “promote intelligence-led policing through a common understanding of criminal intelligence and its usefulness.”

The IACP “Core Recommendations to Achieving the Plan” identified several intelligence-training issues:

- Training should provide recipients with the skills to provide targeted, evaluative summary data to decision makers.
- Appropriate training must be provided to both current and entering law enforcement personnel on information sharing systems and criminal intelligence concepts.
- Training should promote building trust for intelligence sharing and maintaining civil rights/constitutional protections.
- Training should emphasize that all personnel, regardless of their job, have a role in intelligence and sharing information.
- Training should equip personnel to use new technologies.

Standards for training in intelligence functions are critical to implementing a national model for intelligence-led policing. National intelligence training standards can provide criminal justice agencies, individually and collectively, with the framework for achieving that end.

The goal of the training is to professionalize and enhance the practice of criminal intelligence within the United States law enforcement/criminal justice community, demonstrate the benefits derived from the intelligence, and encourage information sharing in support of the intelligence.

## **Purpose of Standards**

The purpose of these standards is to establish core concepts, principles, and practices within the law enforcement criminal intelligence function. This, in turn, will promote the sharing of information and increase cooperation among law enforcement to better protect the public from criminal enterprises and threats.

## **Scope**

The Global Justice Information Sharing Initiative (Global) Intelligence Working Group (GIWG) Training Committee adopted the IACP Summit participants' training recommendations that all levels of law enforcement need to be trained in intelligence. Otherwise, intelligence could become solely the focus of a small unit within the department, rather than being part of the core mission in which all levels of the department are involved.

The GIWG Training Committee focused on developing a train-the-trainer component and establishing standards for police executives, managers of criminal intelligence/investigative functions, general law enforcement officers, intelligence officers, and intelligence analysts. The Committee's first goal was to identify specific training topics and issues for each level of personnel involved in the intelligence process. Their second goal was to make specific recommendations for training objectives and the delivery of training. Their third goal is to work with relevant agencies and groups to develop model curricula.

The GIWG Training Committee discussed and reviewed key law enforcement criminal intelligence organizations' methods and best practices. The intelligence training standards developed by the Committee were based upon core concepts, subjects, and essential functions of the law enforcement criminal intelligence process.

Approximately 19 intelligence training curricula, representing international, national, state, and local-level programs, were reviewed. The programs contained a variety of subjects and approaches to instructing/learning methods. The number of programs narrowed drastically when looking for differing programs that are noncommercial-based and associated with reputable and knowledgeable organizations. During the research phase, the Committee noted the lack of national-level training standards and an absence of any single national agency coordinating intelligence training.

Local, state, and federal governmental agencies as well as private/nonprofit professional associations provide intelligence training. There is no one source or set of comprehensive curricula that meets the goals of the GIWG Training Committee. Their effort, then, was to draw from the varied sources of training, identify training that needed to be developed, and compile it into a cohesive training package.

Global Intelligence Working Group (GIWG)  
**Intelligence Training Standards**  
**Policy Statement**

Law enforcement and other criminal justice agencies engaged in the planning, collection, collation, analysis, and dissemination of information and criminal intelligence shall meet criminal intelligence training standards to ensure professional conduct and the capability to achieve a common understanding of intelligence-led policing. Complying with the intelligence training standards requires:

- Training all levels of personnel involved in the sharing of information and intelligence management and operational process.
- Promoting the understanding and learning of core principles, concepts, and practices in intelligence-led policing operations and the management of the intelligence function.
- Making intelligence training mandatory for those involved in the national criminal intelligence sharing system.

These standards shall be considered national intelligence training standards, created to serve as a blueprint for developing core knowledge necessary to achieve an intelligence-led policing capability within every law enforcement agency. The intelligence training policy standards represent the minimum training objectives for agencies performing intelligence functions.

*It is important to note that the Training Committee recognizes the difficulties associated with the implementation and subsequent delivery of a suggested training for state and local law enforcement officers.*

It is imperative that all Peace Officer Standards and Training Committees (POST) of this nation become partners in the training proposals. The POST commissions should act as liaisons to ensure intelligence training is mandated and delivered to all law enforcement personnel.

*Once implemented, the criminal intelligence curriculum should be evaluated in order to determine its effectiveness.*

Global Intelligence Working Group (GIWG)  
**Intelligence Training Standards**  
**Law Enforcement Officers (*Level One*)**

**Role**

The role of law enforcement officers, relative to intelligence, is to be cognizant that they play a crucial part in reducing crime by collecting information that may reflect or indicate criminal activity. Law enforcement officers are the largest and most viable information collection resource available within the law enforcement community.

**Mission**

The intelligence mission of each law enforcement officer is to support the agency's criminal intelligence function by collecting and reporting indications of criminal activity and suspicious individuals.

**Core Training Objectives**

- I. Law enforcement officers will understand the criminal intelligence process and its ability to enhance their contributions to the criminal justice system.
- II. Law enforcement officers will be provided with information on available data systems, networks, and resources.
- III. Law enforcement officers will be able to identify key signs of criminal activity and procedures for collecting data on and reporting such activity.
- IV. Law enforcement officers will gain an understanding of the legal, privacy, and ethical limitations placed on the collection of criminal intelligence information.

## **Training Length and Delivery**

The two-hour training for law enforcement officers should be presented in an academy classroom environment (basic training or in-service), during roll calls, or through video teleconference (e.g., California and Arizona Peace Officer Standards Training Board) format. Training materials should be developed and provided to state-level training standards boards for inclusion into basic training curricula.

Global Intelligence Working Group (GIWG)  
**Intelligence Training Standards**  
**Law Enforcement Executives (*Level Two*)**

**Role**

The role of the chief executive is to ensure the intelligence function is management-directed and complies with every law and regulation governing collection, storage, and dissemination/use of criminal information and intelligence. The chief executive shall also establish an intelligence-led policing environment that promotes the sharing of information and development of criminal intelligence.

**Mission**

The intelligence mission of the chief executive is to ensure the administration, monitoring, and control of the organization's criminal intelligence function is effective and ethical. Establishing the proper environment allows the intelligence process to produce timely, relevant, and actionable criminal intelligence that supports the mission of the organization.

**Core Training Objectives**

- I. Executives will understand the criminal intelligence process and its role played in enhancing public safety.
- II. Executives will understand the philosophy of intelligence-led policing and their own role in the National Criminal Intelligence Sharing Plan.
- III. Executives will understand the legal, privacy, and ethical issues relating to criminal intelligence.
- IV. Executives will be provided with information on existing criminal information sharing networks and resources available in support of their agencies.



## **Training Length and Delivery**

Training is four hours and should be delivered in a classroom-style or conference environment whenever possible. Training should be delivered by other law enforcement executives or executives in combination with intelligence professionals.

Global Intelligence Working Group (GIWG)  
**Intelligence Training Standards**  
**Intelligence Commanders/Supervisors (*Level Three*)**

## **Role**

The role of the intelligence commander/supervisor is to ensure the daily intelligence function operates in accord with the agency's policies and intelligence collection requirements. The commander/supervisor role also involves managing the accountability for the functioning of the intelligence process; ensuring the intelligence structure of the organization is organized and staffed with properly trained and skilled personnel; and ensuring there are adequate resources for producing intelligence/knowledge products.

## **Mission**

The mission of the intelligence commander/supervisor is to manage and direct the agency's criminal intelligence programs. Through establishing the proper environment, the commander/supervisor may ensure that the intelligence function produces timely, relevant, and actionable criminal intelligence that supports the mission of the organization.

## **Core Training Objectives**

- I. Managers will understand the criminal intelligence process, intelligence-led policing, and their roles in enhancing public safety.
- II. Managers will be provided with information on training, evaluating, and assessing an effective criminal intelligence function.
- III. Managers will understand the unique issues of a criminal intelligence unit, including personnel selection, ethics, developing policies and procedures, and promoting intelligence products.
- IV. Managers will understand the principles and practices of handling sensitive information, informant policies, and corruption prevention and recognition.

- V. Managers will understand the legal and privacy issues surrounding the criminal intelligence environment.
- VI. Managers will understand the processes necessary to produce tactical and strategic intelligence products.
- VII. Managers will be provided with information on criminal information sharing systems, networks, and resources available to their agencies.
- VIII. Managers will understand the development process and implementation of collection plans.

### **Training Length and Delivery**

The intelligence commanders/supervisors training is 24 hours and should be delivered in a classroom environment. Regional or statewide training of intelligence commanders would probably be the best approach.

Global Intelligence Working Group (GIWG)  
**Intelligence Training Standards**  
**Intelligence Officers/Collectors (*Level Four*)**

## **Role**

The intelligence officer's role is to collect, evaluate, and compile information in support of specific agency collection requirements or operations. The role of intelligence officers frequently extends beyond their agencies and requires them to create external information networks and to support other agencies' information and intelligence requests.

The intelligence officer's role also involves evaluating both source and information, preparing written reports and assessments, giving briefings, determining the need-to-know/right-to-know about specific activities, and protecting citizens' rights to privacy.

## **Mission**

The mission of the intelligence officer is to support the agency's criminal intelligence requirements/assessments through the collection and handling of information, using proper investigative and intelligence gathering practices.

## **Core Training Objectives**

- I. Intelligence officers will understand the criminal intelligence process and their critical role in the process.
- II. Intelligence officers will understand the legal, ethical, and privacy issues surrounding criminal intelligence and their liability as intelligence information collectors.
- III. Intelligence officers will be provided with information on Internet resources, information sharing systems, networks, and other sources of information.

- IV. Intelligence officers will gain an understanding of the proper handling of criminal intelligence information, including file management and information evaluation.
- V. Intelligence officers will understand the processes of developing tactical and strategic products and experience the development of some products.
- VI. Intelligence officers will experience the development of criminal intelligence from information through the critical thinking/inference development process.
- VII. Intelligence officers will understand the tasks of building and implementing collection plans.

### **Training Length and Delivery**

The intelligence officer/collector training is 40 hours long and should be delivered in a classroom environment. Delivery at the statewide or regional level by local, state, and federal police training agencies, intelligence professional associations, and/or qualified private law enforcement training companies would probably be the best approach.

Global Intelligence Working Group (GIWG)  
**Intelligence Training Standards**  
**Intelligence Analysts (*Level Five*)**

## **Role**

The intelligence analyst's role is to collect, evaluate, analyze, and disseminate information in support of specific agency collection requirements or operations. Before information can become intelligence, it must be analyzed. Therefore, the intelligence analyst's role is vital to the production of usable, timely, and comprehensive intelligence. Intelligence analysts systematically organize, research, compare, and analyze information. They produce assessments of criminal activity, tactical and strategic intelligence collection plans, and documents that allow management to maximize the agency's resources.

## **Mission**

The mission of the intelligence analyst is to research and analyze raw data, apply critical thinking and logic skills to develop sound conclusions and recommendations, and provide actionable intelligence in a cohesive and clear manner to management.

## **Core Training Objectives**

- I. Intelligence analysts will understand the criminal intelligence process, intelligence-led policing, and their roles in enhancing public safety.
- II. Analysts will understand the importance of the National Criminal Intelligence Sharing Plan and the role it plays in reducing crime and violence throughout the country.
- III. Analysts will gain an understanding of the proper handling of criminal intelligence information, including file management and information evaluation.

- IV. Analysts will experience the development of intelligence through the processes of critical thinking, logic, inference development, and recommendation development.
- V. Analysts will understand the tasks of building and implementing collection and analytic plans.
- VI. Analysts will be familiar with the legal, privacy, and ethical issues relating to intelligence.
- VII. Analysts will be provided with information on research methods and sources including the Internet, information sharing systems, networks, centers, commercial and public databases, and other sources of information.
- VIII. Analysts will demonstrate a practical knowledge of the methods and techniques employed in analysis including, but not limited to crime pattern analysis, association analysis, telephone record analysis, flow analysis, spatial analysis, financial analysis, and strategic analysis.
- IX. Analysts will be familiar with the skills underlying analytic methods including report writing, statistics, and graphic techniques.
- X. Analysts will be familiar with available computer programs that support the intelligence function, including database, data/text mining, visualization, and mapping software.

## **Training Length and Delivery**

The intelligence analyst training is a minimum of 40 hours and should be delivered in a classroom environment. The training should be provided by individuals with analytic experience in local, state, or federal police training agencies (that may be training on behalf of those agencies), intelligence professional associations, or qualified private law enforcement training companies.

This is the area of intelligence in which the most training is currently available. Structured courses have been given for three decades, and new or revised models are constantly arising.

Global Intelligence Working Group (GIWG)  
**Intelligence Training Standards**  
**Train-the-Trainer (*Level Six*)**

## **Role**

It is necessary to train people to deliver the different levels of courses before they can be provided, particularly for Levels Three and Four. (Levels One and Two are a one-half day or less, and program materials can be easily developed and provided to potential training organizations.)

## **Mission**

The mission of the trainer is to provide an overview of materials developed for presentation to Intelligence Commanders/Supervisors and Intelligence Officers, to support the nationwide intelligence training initiative and to be fully capable of providing the assigned training.

## **Core Training Objectives**

- I. Trainers will understand the intelligence process and how it functions.
- II. Trainers will understand the importance of the National Criminal Intelligence Sharing Plan and the role it plays in reducing crime and violence throughout the country.
- III. Trainers will be provided with information from a variety of sources and how these may be researched and updated.
- IV. Trainers will understand the processes of developing tactical and strategic products.
- V. Trainers will understand the methods and techniques of adult learning.
- VI. Trainers will be familiar with the use of audiovisual aids available.



- VII. Trainers will be provided with examples of all course materials and guidance on all course exercises.
- VIII. Trainers will be aware of the legal, privacy, and ethical issues relating to intelligence.
- IX. Trainers will prepare and present a short module on intelligence.

### **Training Length and Delivery**

A train-the-trainer class is 40-plus hours and should be delivered in a classroom environment. However, those being trained should be provided with all Commander/Supervisor and Intelligence Officer training materials in advance so they may become familiar with them. They should also be provided with copies of source material being used in the class (e.g., laws, policies, standards, *Intelligence 2000: Revising the Basic Elements*, etc.) and should be committed to reviewing all of these before attending the class. This would require approximately 25 hours of reading and study.

The train-the-trainer class should be provided by agencies with established intelligence programs and intelligence professional associations.

## Resources to Support Training

To develop and provide the training noted in these standards, further work must be done to develop specific curricula, training aids, and exercises.

Some training models or modules are already found in Internet-based and interactive CD-ROMs, such as the International Association of Law Enforcement Intelligence Analysts (IALEIA), National White Collar Crime Center, and Law Enforcement Intelligence Unit (LEIU) “Turn Key Intelligence”; U.S. Army Military School’s – Analytical Investigative Tools; the Joint Military Intelligence Training Center, DIA, Counter-Drug Intelligence Analysis course; the National High Intensity Drug Trafficking Areas Assistance Center, “Analysis and Critical Thinking”; as well as California and Arizona POST<sup>1</sup> Board curricula. A listing of available intelligence training sources and specifically scheduled classes is found on the IALEIA Web site, [www.ialeia.org](http://www.ialeia.org). This listing is updated on a semiannual basis and also allows individuals to contact training source agencies and organizations directly for more information on classes and schedules.

Literature such as the IALEIA and LEIU *Intelligence 2000: Revising the Basics Elements* can be used to study foundations of the criminal intelligence process, while other books and booklets published by the two groups (including a booklet on *Intelligence-Led Policing* distributed by IALEIA) can also be of assistance.

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<sup>1</sup> For more information, see the California POST Web site, [www.post.ca.gov](http://www.post.ca.gov), and the Arizona POST Web site, [www.azpost.state.az.us](http://www.azpost.state.az.us).