



# CRIMINAL INTELLIGENCE ADVANCEMENT PROGRAM

Jenny J. Urquhart, JJ Analytics and Consulting

## **Criminal Intelligence Advancement Program**

JJ Analytics and Consulting offers a flexible, menu-driven program which allows the client to choose those services and training modules which best fits their goals, mandate, resources, and agency culture. What makes these courses different from training currently available to your team, is that each offering is tailored to your needs including exercises and scenarios, based on your input.

### **Vision:**

Intelligence, and in particular analysis, is an often a misunderstood and underutilized part of any agency. Analysts do not understand what their managers want, and managers often do not fully comprehend what their analysts are capable of delivering. Standardized training is challenging to identify, and even harder to implement. JJ Analytics works with your team to cut through these challenges and move your team to a common, high-level baseline. Internationally, agencies share common threats from Transnational Criminal Organizations as well as localized crime groups. Intelligence-Led Policing (ILP) is a proven, effective model of combatting these threats and requires a thoughtful, inclusive, and well-designed structure of networks, relationships, and people to achieve success. JJ Analytics assists international clients with implementing or improving their ILP process through training all levels of the team and process consulting where requested.

### **Strategy:**

Enable federal, provincial or state, and municipal law enforcement agencies the ability to build intelligence capacity through consulting and training.

### **Consulting:**

JJ Analytics uses experts to solicit feedback on your team's high priority challenges and working with leaders identify methods and tools to meet their agency goals through a thoughtful plan that matches your resource availability. The deliverable can include onsite/remote visits to facilitate workshops engaging agency leaders in identifying their capabilities, risks, and resources and culminate with a process to meet their goals.

### **Training:**

JJ Analytics offers a variety of training courses and seminars which benefit the target agencies. The primary training philosophy is to create a highly flexible agency, capable of meeting the existing and future requirements of their government mandate. Efficient and resourced structure, including information architecture must be supported by highly-motivated and well-trained staff. This concept goes beyond training the analyst staff and includes training supervisors, managers, agency leadership and even the customer base on the basics of Intelligence Led Policing.

Program training courses designed to train specific team roles:

- **Tactical Intelligence** - entry level analysts or as review for experienced analysts
- **Strategic Intelligence** - experienced analysts and leaders working on strategic intelligence priorities
- **Operational Intelligence** - analysts and supervisors working in task forces or regional teams
- **Advanced Intelligence** - senior analysts requiring more defined methodologies
- **Intelligence for Investigators** - investigators who work with analysts
- **Leading Intelligence Teams** - supervisors and managers
- **Building Intelligence Capabilities** - managers and directors with resource planning roles

The specific descriptions, syllabi, and course lengths can be found in the addendum. Course lengths are suggested but can be adapted to fit the requirements and availability of the target audience, including conducted remotely over several weeks if necessary. Similarly, the exact contents of these courses including case studies and exercises can be tailored the agencies capabilities, mandates, and preferences.

The matrix below defines the overall program offerings in terms of labor and frequency for each aspect. The JJ Analytics staff can work with each country/agency to determine their needs and develop a program from the menu of items in the addendum. To save travel costs, events may be combined in a single trip or with multiple agencies attending courses and seminars together if desired.

**Costs:** Training and consulting are currently charged \$1000.00 CAD per day, per instructor. Clients are also responsible for travel, accommodation and per diem costs at the current GAC rates.

Proposed Program Matrix

Event	Onsite Visit Duration (X2 Instructors)	Program Element Duration -incl travel	Product(s)
Consulting - Criminal Intelligence Center Leadership	1-2 days	7 days including diagnostic report	This is a service offered individually to each organization and is tailored to the customer. Products can include current functional assessment, SWOT assessment, defined end state, strategic roadmap, proposed information architecture model, staffing model, training requirements, information to begin an initial 3-5-year budget model.
Training - Tactical Intel Analysis	5 days	7 days	This training introduces tactical intelligence skills for entry-level and experienced analysts. Topics covered include a review of intelligence, critical thinking, the steps of the Intelligence Cycle and how each relates to a tactical file, producing products, and ethics and professionalism. A real-world case is used as a group project that students work on throughout the week to practice the skills learned and includes information such as surveillance reports, phone records, interviews, and law enforcement database checks. Class culminates with groups giving presentations of their analysis, along with conclusions and recommendations for next steps.
Training – Strategic Intel Analysis	5 days	7 days	This training focuses on skill development for strategic-level criminal intelligence operations. Topics covered include a review of intelligence, critical thinking, rhetoric, the steps of the Intelligence Cycle and how each relates to a strategic problem, producing products, and ethics and professionalism. Real-world strategic issues (which may be decided upon by managers before class) are used as group projects for the students to practice the skills learned. Class culminates with groups giving presentations of their analysis, along with conclusions and recommendations for next steps.

<b>Training-Operational Intelligence</b>	5 days	7 days	This training focuses on analysts working in multi-agency environments or regional programs. The topics covered include a review of intelligence basics, critical thinking and rhetoric, information relevancy and evaluation, effective intelligence writing and presenting, and building arguments. Multiple groups work on individual cases that upon analysis become linked. The groups then must present their findings in a way to argue the presence of a criminal organization, linking all cases together.
<b>Training-Advanced Intelligence</b>	5 days	7 days	This training provides experienced analysts with a deeper understanding of Structured Analytical Techniques (SATs) and how they can be applied to tactical and strategic intelligence projects to ensure the most robust analysis possible, and the skills to argue and prove their findings.
<b>Training - Intelligence for Investigators</b>	1 day	3 days	This training seminar is for investigators and includes the defining intelligence, various intelligence products, the Intelligence Cycle, their role in the cycle, and how to work with analysts. Also discusses importance of sharing information for successful cases.
<b>Training - Building IntelCapabilities Seminar (Managers)</b>	2 days	6 days including post seminar product review	Working with the agency's leadership team, the seminar facilitators create a structured process for determining current and future service requirements, create plans for information architecture, staffing and training, policy development plan, marketing, and network expansion. This may include remote product review after seminar completion. The final products will provide the leadership team with a 3-5 year plan for funding, staffing, training, etc.
<b>Training - Leading IntelTeams (supervisors)</b>	3 days	5 days	Often, career police officers are placed in management roles of law enforcement intelligence teams with little training in the subject or ancillary skills such as civilian team leadership and project management. This interactive seminar allows leaders and supervisors reflect on their own management style and some of the challenges of leading an intelligence unit, as well as providing practical tools for program management, budget estimations, etc. Some topics include intelligence basics, intelligence product types, team communications, leading millennials, and project management.

For more information or questions please contact:

Jennifer (Jenny) Urquhart at: [jjanalytics1@gmail.com](mailto:jjanalytics1@gmail.com)

+1.604.561.3311