

Intelligence Analysis Training Ltd

On Line Newsletter



Intelligence Analysis
Training & Consultancy

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Our apologies for the inordinate length of time between issues of this newsletter; this last year has, like for most of you, been a year of change. With your indulgence I'll bring you up to speed.

A Little Background

As some of you will know my fellow director, Steve, and I had day jobs working within the Intelligence Training section of the Crime Training department of the fourth largest police force in the UK, until this moment we have been discrete in mentioning the force by name. However circumstances have changed and we no longer have any potential conflict of interest or feel a need to be discrete. Until July 2012 we both worked for West Yorkshire Police which for those not familiar with the UK's geography is in the North of England.

..Incidentally if Yorkshire were a country in its own right would have come 12th in the Olympics 2012 medal table, beating countries like Spain, Australia, South Africa and

Brazil, not a bad feat for a county (province) of 4 million people...

West Yorkshire Police like most UK police departments and many Police departments across the world has suffered draconian cuts in its budget (WYP - 20%). As the biggest cost to any police force is its labour force cuts have inevitable led to reduction in the numbers of sworn (officer) and unsworn (civilian) staff. In West Yorkshire this will mean a reduction in staff of approximately 2000 by 2015. Police departments have also implemented other measures to reduce their fixed costs; in the case of WYP this has included streamlining the training school, my own former department suffering massive cuts in staff and courses. Very sad to see the once world renowned WYP Crime Training Wing reduced in such a fashion.

Police managers would do well to remember this quote from the management guru Peter Ducker;

"If you think training is expensive, try ignorance".

However

"Out of adversity comes opportunity" (Benjamin Franklin).

Police departments still need to train their staff and whilst training might be on the back burner at the moment many training managers recognise that they have to work smarter with their limited budgets. Working smarter involves delivering training in diverse ways making use of companies such as ours that can deliver bespoke training solutions; on-line, in the classroom or a combination of both.

By way of illustration; one of our Caribbean customers used our on-line courses in a classroom setting with an in house trainer at the front facilitating the learning; a considerably cheaper solution than inviting us to travel to the Caribbean. Although, personally I'd rather go to the Caribbean, all offers welcome!

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Retirement

I digress; I retired in July 2012, having served an extra year – 31 in total, where did they all go? Changes were being implemented within the department which, had I had two or three more years to serve, would have been an interesting challenge but not with retirement looming. So I decided to take the plunge, retire and focus upon [Intelligence Analysis Training Ltd](#). The decision was made easier as we won a contract to deliver 4 weeks training to the [Rwandan National Police](#).

Steve who retired as a serving officer 4 or 5 years ago decided to resign from his position as an Intelligence Trainer with WYP leaving a couple of weeks after me. Between us we have 66 years of policing experience, there's just no way to say that that sounds good!

Training in Rwanda

Steve and I travelled to Rwanda on the 11th August returning home on the 9th September 2012. We delivered 3 courses, Intelligence Analysis, Communications Analysis and Xanalys Link Explorer

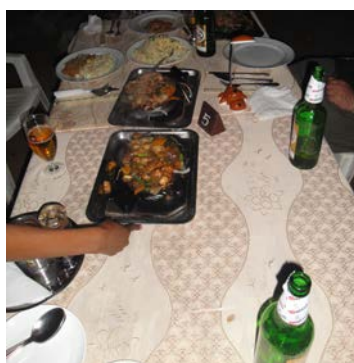
at the Rwanda National Police HQ, Kigali.



RNP Headquarters

All to the same group of Rwandan Police officers; a mixed of NCO's and Officers. The course was funded by the Belgian government as part of a development project.

Rwanda was a very pleasant surprise; our accommodation was very good, the roads in Kigali were in a very good state of repair and very clean. The people were friendly and very importantly there were no security issues; it was very safe and we were able to walk to restaurants without any problems at all.



A Sizzling Chinese Dish

The food was generally pretty good and sometimes excellent; we had some great steaks although we had one or two that weren't so great. But then I can say that at home.

The training venue in the Gender Based Violence unit was adequate, but if we are lucky enough to go to Rwanda again I would ensure we took all the classroom consumables we needed and a projector - there's no guarantee such things will be available.



Our police liaison, Inspector of Police Africa Sendahangarwa Apollo was a rock; he made life so much easier for us – a good man. He was also the best student.

The course was opened by the Commissioner for Intelligence who at the opening ceremony expressed his expectations

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of the students and the training we were to give. I like to think we delivered on his expectations, we certainly tried our best.



RNP Training Room

The course was closed by the Commissioner of the Criminal Investigation Department, Christopher Bizimungu who stated that the course would help to bring the Rwandan Intelligence facility into the modern era.



Commissioner Christopher Bizimungu

What's Next?

That's the 64 million dollar question. We will continue to write eLearning courses related to Intelligence

however we hope to broaden our product range to include other specialist policing areas such as Financial Investigation, Detective Training (a series of modules equating to the UK ICIDP course), Major Investigations and so forth. We have started talking with some experts, so fingers crossed – watch this space.

Courses in the Pipeline

We have finished writing a Strategic Intelligence Analysis course and are in the process of putting the videos together hopefully that will be completed very shortly. I am also very close to finishing a Communication Analysis /Investigation course. The manual is written, the PowerPoint's are nearly finished but the voice overs, videos and exercises are yet to be completed. This course is a priority for me I hope to have it published around the end of the year.

We will also be arranging a series of one day seminars and workshops which may include Charting Techniques, Communications Analysis, Court room skills for the

analyst, Inference Development, Open Source research and so forth. If you'd like to see anything specific let us know. We will also be looking to offer longer classroom based courses such as we delivered in Rwanda.

Tenders

If anybody out there is aware of any tendering requests that might be suitable for us we would appreciate being pointed in the right direction. Similarly we would be happy to undertake specific live projects such as Problem Profiles.

Ockham Solutions - Mercure

We have recently participated in a closed webinar delivered by Guillaume Tissot of Ockham Solutions who are the developers of investigative support software. Guillane gave us a tour of their "Mercure" telephone data analysis package. On first inspection it appears to offer some useful tools, I look forward to reviewing it when we have had chance to play with it.

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Bespoke Intelligence Analysis courses or workshops available. Please contact Steve Berry to discuss your requirements. +44 8443581666

Information Seek

As we all know Social Networking is playing an ever increasing role in society. From a law enforcement perspective, resources such as Twitter and Facebook, to mention just two, offer opportunities to gather intelligence and evidence on the one hand, and to inform the public on the other. The convergence of the various Social Network resources with mobile technology will offer ever more opportunities for Law Enforcement.

We will in due course be offering a module or short course around using Social Networking for Law Enforcement purposes. In order to facilitate this I would be most grateful if those of you out there who already exploit Social Networking would share with me their knowledge and experience. In addition if you'd like to submit an article on the subject for publication in this newsletter that would be welcome also. Send any submissions directly to me at: anthony@intelligenceanalysistraining.com.

Follow Us

We have recently subscribed to a number of Social Networking sites including:

Twitter:

<http://twitter.com/IntellTraining>

Linkedin:

<http://uk.linkedin.com/in/intelligenceanalysisistraining>

and

<http://uk.linkedin.com/pub/stephen-berry/27/a69/10>

Facebook:

<http://www.facebook.com/pages/Intelligence-Analysis-Training-Ltd/110216959046542>

In addition to the Social Network sites you can of course visit us at our website:

www.intelligenceanalysisistraining.com

Feedback

What follows are examples of some of the feedback we have received:

"I completed Basic and Intermediate Analysis courses and I was very satisfied with them.

I am also planning to do Advanced and Strategic courses as soon as they are available and my timetable permits.

I work in i-Base as a document analyst for an

international tribunal. These courses were practically a must for my work.

At the time, it was impossible for me to attend courses on location, one of the reasons being finances. I was so grateful for being able to complete these courses at home for a reasonable price.

What I liked most about these courses was the way they were structured, very logically and very easy to follow. The new chapters were easily built upon the previous ones. And the old chapters nicely sinking in while learning the new ones. Materials were very well written, full of useful information, well structured, and not lacking anything.

I recommended this course to all of my colleagues and former colleagues. Kind regards".

Analyst - Dubravka Polic

The course was a good work-out. The pedagogical method is the same successful pedagogy as that in current use by the United Nations Institute of Training and Research. One of the problems with job-related training is the over-reliance on definitions and descriptions, in order to negotiate agreed meaning within organisations. This can be balanced with "white-paper" styles of case studies,

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written up in the correct rhetorical forms, which makes for more persuasive learning. The intelligence cycle appears to be related to the action research cycle and to the manoeuvre warfare cycle, both of which are based on the knowledge cycle set out in Plato's Letters VII. Overall, a satisfying introduction to the field.

Gary (a Lawyer).

"Thank you very much for all the help you and Tony have provided me in this course. The course material was excellent and as you say the intermediate course was a lot more challenging than the basic. I have thoroughly enjoyed this course and would recommend this to anyone who wants to work in the analysis field as well as people looking to brush up on their investigation skills. Thanks again for both your help and support and I will be enrolling on the advanced course when it is available."

Del Delaney

"I have taken level 1 and am currently working on level 2. The courses are excellent. The first one introduces you to the basics and is easy to manage as far as time. The level 2 allows you to complete assignments and practice what you have learned. Steve is always available for assistance. I would definitely

recommend taking the courses".

Elaine L Taylor

I commenced the Initial Course in January 2012. I found it gave clear and accurate instructions and was very easy to understand and follow. At the time due to other commitments I was unable to complete the course in the required time, but as I contacted Steve BERRY at the course I was able to extend the course. I was able to complete the course in my own time and at my own pace. Steve was very supportive and always promptly replied to my e-mails.

Having successfully completed the Basic course I immediately commenced the Intermediate Course, as I expected it was a more intense and a harder course. I must admit that I had a few problems along the way. This was not due to the course material, but due to my misinterpretation of what was required from me and my perception of the role of the Analyst. I spoke to Steve on numerous occasions and he was very patient and helpful, one occasion he spent almost two hours explaining things to me. For this I was very grateful. It clarified and addressed many issues regarding my interpretation of the material on the course.

I completed the course in May 2012 with a reasonable pass mark. My observations and personal views are; I had over 31 years' experience as a Police Detective both in the UK and working for the United Nations in the former Yugoslavia.

On both courses the material was very clear and concise. It was easy to follow and to understand. My problems were as follows:-

I always interpreted information as intelligence and did not analyse the material. I always looked at all the material from an evidential point of view and it was not until I was a long way through the Intermediate course that I started to think like an Analyst as opposed to a Detective. Overall I thoroughly enjoyed both courses and they have both been very beneficial to me. I can thoroughly recommend the courses. I have no affiliation to this company and I have tried to give a balanced and honest view.

Steve BIGGS

"Here is my feedback about Crime & Intelligence Analysis course (Basic level) which I took in March and I'm busy with the Intermediate level now. What I like about the courses:

1) These 2 courses are approved by the

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International Association of
Law Enforcement Intelligence
Analysts (IALEIA)

<http://www.ialeia.org/training-and-certification/reviewed-courses.html> and one can get involved in the IALEIA Professional Certification Program to get certified, etc <http://www.ialeia.org/certification/background.html>

- 2) They are cost-effective
- 3) No need to attend classes or sit formal exams
- 4) User-friendly web-site and navigation
- 5) Quick replies from Directors

The Basic course is quite simple. The Intermediate course is more challenging, more material to study and a lot more assignments to complete. In general, both are well structured".

Oksana Borukh

"I have recently completed the Intermediate Level Crime Analysis & Criminal Intelligence Analysis Course. Prior to that, I completed the Basic (Level 1) Course.

The basic course, although "introductory level" was an excellent course for someone with little or no experience in the intelligence field. It outlined the concepts and protocols in simple language and enabled me to get a good grasp of processes in place. The course also had on going quizzes - which you could complete at your own

pace and gave you a good idea of where you were at.

The Intermediate course was a step up as far as intensity was concerned and followed on well from the introductory course. It was well structured and, again enabled you to work at your own pace. This course really got you thinking - quite literally, especially while completing the mandatory "exercises" along the way. There were still the quizzes to contend with, but you really need to switch on when completing the exercises. Also, make sure you check your work prior to submitting for marking by the tutors (Steve & Anthony). I let myself down on a few occasions by not checking my work thoroughly but still managed a pretty good grade at completion.

Steve and Anthony were very reasonable throughout the course(s) and always approachable and willing to provide advice and "guide" me back on track if I got a bit lost.

As mentioned, the intermediate course is reasonably intensive and requires a dedicated approach to complete within the timeframe allocated. Providing you complete the "basic" course first, you should have little difficulty completing the intermediate level. All in all, the courses

were very professional and extremely well put together. I personally benefitted a great deal by completing them, and hope to go on to the "advanced" course at a later date". **Tony**

Tip of the Month

We would appreciate short contributions to our tip of the month corner. In additions we would welcome longer articles for inclusion in the body of the newsletter (we reserve the right to make any editorial changes we feel necessary).

Toddington International

During our time with West Yorkshire Police we had the good fortune to work with Dave Toddington and some of his associates of Toddington International Inc. a Canadian based company. Toddington provide Online Research, Internet Investigation and Online Open Source Intelligence (OSINT) training and support services.

They are excellent!

If you are involved in open source research you could do far worse than check out their FREE open source research tools.