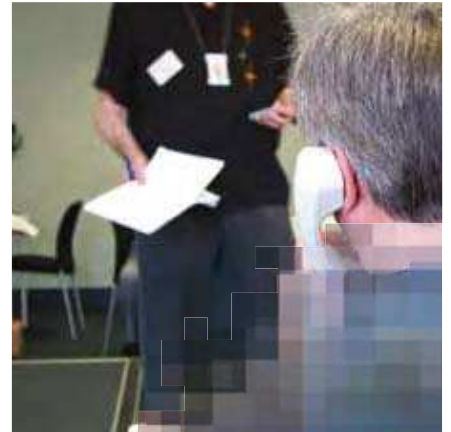


# New criminal intelligence program leads the way



The AFP has launched an innovative approach to intelligence management as part of a drive to further professionalise its already world-class intelligence management practices.

The new Leadership in Criminal Intelligence Program (LCIP) aims to create an international centre of excellence in criminal intelligence.

The approach is unique in the way it fully integrates research, development and training outcomes into the workplace. In a cyclical approach, subject themes are drawn from current workplace challenges and explored by the best experts in the field. This process feeds into the training component which generates leading edge intelligence management strategies that can be incorporated into daily work practices.

Federal Agent Mike Hawley, who is managing LCIP, said: "We saw the need to develop this integrated approach and high-level training for current managers

and for up-and-comers. It's about staying a step ahead and supporting the AFP's approach to intelligence-led policing."

One of the most significant lessons learnt from the September 11 terrorist attacks was the importance of intelligence and the vital role of intelligence-led policing — the ability of law enforcement agencies to prevent and detect crime rather than simply react to it.

"The success of intelligence-led policing depends on intelligence being effectively integrated into strategic, operational and tactical decision-making processes," Federal Agent Hawley said.

"LCIP recognises the key role of intelligence managers, in particular their relationships with senior management and other functional managers, and the need to work with and advise other agencies".

As a result, LCIP is helping to develop managers well-grounded in modern management and leadership theory and practice. It develops and assesses technical innovations to improve intelligence processes and, importantly, strengthens understanding and respect between intelligence and operational areas.

Significantly, the program formalises the "communities of practice" in intelligence management. "This involves virtual communities and informal networks of employees with common interests coming together to share new ideas and methodologies," Federal Agent Hawley said.

"Many industries have learned the value of tapping into these networks of experienced workplace practitioners



# LEADERSHIP IN CRIMINAL INTELLIGENCE PROGRAM

Creating an international centre of excellence in criminal intelligence



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to develop best practice concepts. When concepts and decisions evolve from the workplace they are usually practical and effective because they have been developed by people with contemporary experience”.

## Setting themes

LCIP themes may arise from current events, post-operational assessments, training deficiencies or law enforcement requests.

Initial themes are:

- Home grown terrorism — looking at the process of radicalisation or why some people go on the journey to being prepared to act in a way that endangers others and themselves, and how law enforcement agencies can reduce that threat.
- Airport intelligence — examining world’s best practice in airport intelligence. This will provide the AFP’s upcoming airport intelligence

teams with the most up-to-date knowledge of best practice.

- Transnational drug intelligence — exploring the changing dynamics of transnational drug crime (such as the rise of synthetic drugs and the resulting changes in production and trafficking routes) and how the AFP can develop common understandings with international partners to most effectively work together to combat these crimes.

## Research and development

High-level symposiums, which began in May 2006, are exploring these themes in detail. The symposiums are bringing together leading subject matter experts from law enforcement, industry and the academic community from within Australia and overseas.

“These are far more than just talk fests,” Federal Agent Hawley said. “The experts present case studies and

then breakout groups discuss their own experiences and issues around the case study presentations. It’s about challenging accepted wisdom and testing the boundaries of current intelligence principles and methods. The symposiums generate best practice strategies that may be applicable to the AFP and partner organisations.”

Symposium outcomes feed into the training component, exposing training participants to a wider range of knowledge than they would normally encounter.

## Training

The AFP and the Australian Institute of Police Management (AIPM) have jointly developed the training component of LCIP. It comprises the Intelligence Management Development Program (Graduate Certificate) and the Intelligence Executive Leadership Program (Graduate Diploma). The first participants began training with

Transnational crime, home-grown terrorism and airport intelligence are themes of the leadership program.

the inaugural Graduate Certificate Intelligence Management Development Program. A second intake is due to begin mid-year and the two groups will attend a final week on campus together towards the end of the year.

Participants include senior intelligence and operations staff from the AFP, state police, other government law enforcement agencies, such as the Australian Customs Service, and international law enforcement partners, such as the New Zealand Police.

The training examines contemporary intelligence issues and management theory, examining intelligence best practice, including leading-edge doctrine in areas such as integrating intelligence into the management process, dealing with large data sets, and applying intelligence in financial analysis, transnational crime and counter terrorism.

Other topics for study include strategic management, contemporary issues in criminal intelligence, strategic planning and performance management, as well as leadership and organisational change.

Participants consider issues they are facing in the workplace and develop



innovative strategies to improve the way these issues are managed.

Participants who complete the Intelligence Management Development Program will be awarded a Graduate Certificate in Applied Management from the Australian Institute of Police Management.

From 2008, participants may consider further study to obtain a Graduate Diploma through the Intelligence Executive Leadership Program.

## Integrating outcomes into the workplace

LCIP outcomes will be assessed, tested and promoted within the AFP and with partner agencies.

"This approach stimulates discussion, advances the corporate body of knowledge, and leads to innovative strategies to improve intelligence collection, analysis and reporting on the themed subjects," Federal Agent Hawley said.

"The AFP's Doctrine and Process Working Group, an advisory group of very experienced work-place intelligence practitioners from national, local and ACT offices, will assess the viability of the best practice concepts generated by LCIP and develop implementation strategies to incorporate these concepts and solutions into the workplace," he said.

For more details about LCIP, contact Mike Hawley on 02 6275 7518 or [michael.hawley@afp.gov.au](mailto:michael.hawley@afp.gov.au).

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Symposium attendants discussed combating the journey towards terror.

# Understanding the terror journey

Some of the world's top experts on terrorism came together in Canberra at the end of May to discuss the process of 'radicalisation' — the journey toward terror.

The week-long symposium was the first of four being held during May and June as part of the AFP's Leadership in Criminal Intelligence Program (LCIP).

Representatives from the FBI, Los Angeles, UK Metropolitan, Spanish, Malaysian, Philippines, Singapore and New Zealand police joined police from all Australian states and territories as well as AFP members from head

office and around the country. Forensic psychiatrist, former CIA officer and author of *Understanding Terror Networks*, Dr Mark Sageman, was a key participant.

The symposium's aim was to expand the current knowledge base about the radicalisation process by reviewing case studies and discussing participant experience and different views on the subject.

The group explored radicalisation linked to major terrorist incidents such as the London and Madrid bombings as well as September 11. Participants also

discussed the process of radicalisation in prisons (including how it develops and the extent to which it occurs) and deradicalisation.

Discussions led to a major advance in understanding the radicalisation process, as well as generating strategies for taking action and identifying future sources of information.

A knowledge management panel established for the symposium will present intelligence assessments on the outcomes that will feed back into LCIP training and operational practice.

Further symposiums are examining airport intelligence, exploitation of women and children, and transnational drug trafficking.

For more information, contact Federal Agent Michael Hawley on 02 6275 7518.