

Best practice in criminal intelligence leadership

Expanding international networks of best practice expertise, training participants in intelligence management and the development of a new professional journal are just a few of the positive outcomes achieved since the AFP launched its Leadership in Criminal Intelligence Program in mid-2006.



Like other law enforcement agencies around the globe, the AFP is facing an increasingly challenging future.

Issues such as globalisation, the rise of international terrorism, rapid developments in science and technology, and society's expectations of law enforcement are changing the way agencies approach crime prevention and detection.

Optimum integration of intelligence across the whole organisation is key to the AFP's preparations for the future challenges confronting law enforcement.

Leadership in Criminal Intelligence Program (LCIP) Coordinator Mike Hawley explained that the overall aim of the program is to develop the most efficient and effective intelligence processes and seek their wide adoption in the AFP and in partner agencies.

"Our aim is to encourage excellence in criminal intelligence leadership," Federal Agent Hawley said. "LCIP seeks the very best criminal intelligence practices, developing and sharing them among colleagues."

Since its inception in mid-2006, the LCIP has been busy on several fronts. As well

as expanding intelligence networks and training people, the LCIP has held a series of international colloquiums, managed and developed the Intelligence Management Development Program (IMDP) and tested a secure online information tool.

Colloquiums

The colloquiums provide an ideal information-sharing forum to help LCIP identify best practice and innovation in intelligence management. Colloquiums held so far have examined topical and emerging issues including the role of intelligence in radicalisation and in technology enabled crime.

Federal Agent Hawley said these high-level colloquiums were unique and forward-thinking. Colloquiums are a combination of a conference and working group and allows experts to participate in hands-on break-out workshops and participants to build professional networks.

"We bring together the best sources of contemporary knowledge on the subject," Federal Agent Hawley said. "We look at case studies and listen to leading experts

from law enforcement, industry and academia. Participants are expected to roll up their sleeves, get involved, challenge accepted wisdom and test the boundaries of current intelligence principles and methods. We really encourage participants to explore the themes in detail."

Colloquium outcomes are assessed, tested and promoted within the AFP and to partner agencies. Colloquium groups have formed strong international networks that continue to share information and ideas.

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

Themes explored include:

- radicalisation—the journey towards terror
- trafficking of persons
- airport intelligence
- transnational drug targeting
- Chinese organised crime
- the role of criminal intelligence in

Right: LCIP Coordinator Mike Hawley (front row third on the left) with participants at the 2007 Intelligence Management Development Program held in Manly, Sydney.



Photo courtesy of AIPM

- peace and stability operations
- performance measurement in intelligence
- the application of intelligence to technology enabled crime - protecting our critical national infrastructure.

In 2008, the colloquium themes will include ethics in criminal intelligence and the analysis process in criminal intelligence.

Developing future leaders

The issues, ideas and strategies developed during LCIP colloquiums are fed into the IMDP, a training program for participants from a variety of Government agencies from Australia and around the world. Those colloquium outcomes therefore form the basis for all work completed and expose participants to a wider range of knowledge than they would normally encounter.

The IMDP is a tailored Graduate Certificate level program sponsored by LCIP and jointly developed with the Australian Institute of Police Management (AIPM). It is a highly modified version of the Institute's Police Management Training Program.

"The IMDP allows us to develop a pool of leaders with capabilities in intelligence-led policing and who will be well positioned to effectively integrate intelligence into all levels of decision making," Federal Agent Hawley said.

Participants develop strategic thinking, conceptual and analytical skills and gain a sound knowledge of management, public policy and public administration - with specific regard to criminal intelligence.

The program is aimed at intelligence managers, senior analysts and operational law enforcement managers who have a high degree of involvement with intelligence.

"Combining intelligence and operational staff in the training program encourages participants to freely exchange ideas and to build cooperative relationships," Federal Agent Hawley said.

The IMDP went off-shore for the first time in June 2007 when the program was conducted at the Jakarta Centre for Law Enforcement Cooperation in Indonesia, with participants from Australia and eight other countries. A second program was held at the AIPM in Sydney in August month. Representatives from Malaysia,

the Philippines, Indonesia, China, New Zealand and the United States joined police, AFP members and members from the Australian Crime Commission.

Those interested in taking the next step could consider enrolling in a Graduate Diploma, through the Intelligence Executive Leadership Program.

LCIPedia – Online information exchange

Another LCIP project coming to fruition is LCIPedia which is a secure online information exchange tool. This web-based suite of knowledge-expansion and sharing tools was developed and tested during 2007. It is expected that LCIPedia will be rolled-out to all AFP Intelligence in early 2008.

LCIP is also exploring the viability of extending this concept beyond the AFP and to create a Secure Information Exchange Network that can be shared with partner agencies. The Network will include options such as a secure online discussion forum, member-to-member chat capability, a blogging engine, a document library and an online exercise capability.

International Journal of Criminal Intelligence

In June 2008, the LCIP will launch the inaugural edition of the *International Journal of Criminal Intelligence*. This will be the first international publication to deal exclusively with criminal intelligence.

National Manager of Intelligence Dr Grant Wardlaw said the academically refereed publication would enhance the international status of the AFP and would be published every six months. Federal Agent Hawley further explained that the journal will provide a forum for those interested in criminal intelligence to share their knowledge and help to develop effective doctrine and practice.

"It aims to expand the boundaries of current thinking and encourage debate, especially on issues of criminal intelligence leadership, innovation, doctrine and process," he said.

The Journal aims to highlight issues on dealing with key challenges and is particularly suited to sharing ideas that might improve the way that communities can be protected from criminal threats. Topics of early interest include:

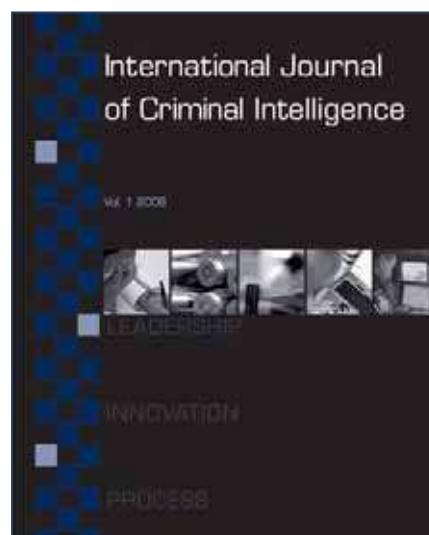
- new criminal intelligence modes and methods
- ethical dilemmas in criminal intelligence
- promising new technologies in criminal intelligence
- challenges in building closer links between criminal intelligence and broader national intelligence organisations

- criminal intelligence cooperation – what works and what doesn't?
- trends in national and international crime and intelligence lessons for the future.

Practitioners, researchers, academics and business people with professional interests in criminal intelligence and related fields are invited to submit for publication articles, commentaries, case studies and letters.

More details about LCIP, including contributors' guidelines for the *International Journal of Criminal Intelligence*, are at:

<www.afp.gov.au/about/lcip.html>



LCIP Colloquium # 8

The application of intelligence to technology enabled crime – protecting our critical national infrastructure

In November 2007, around 40 participants explored the theme of technology enabled crime at the two-day colloquium held in Canberra.

Participants included intelligence and high tech crime specialists from the AFP, the Australian High Tech Crime Centre (AHTCC) and other Australian law enforcement agencies. They were joined by representatives from the Royal Canadian Mounted Police, Europol, the United Kingdom's Child Exploitation and Online Protection Centre and the Serious Organised Crime Agency, and the Federal Criminal Police Office of Germany (German BKA).

The group examined best practice intelligence approaches as well as

opportunities for increased collaboration against this rapidly expanding crime type.

At the official opening, Acting National Manager Intelligence, Grant Edwards, said the AFP recognised that technology enabled crime was growing and spreading across all crime types.

"We all recognise the importance of developing an intelligence capacity in the high tech crime environment and remaining at the cutting edge in terms of what happens globally," Federal Agent Edwards said. "Technology enabled crime is a borderless activity and cannot be tackled locally or in isolation."

AHTCC Director James McCormack highlighted the importance of sharing knowledge and demystifying technology to improve performance across and between organisations.

He encouraged participants to explore

Left: Cover of *International Journal of Criminal Intelligence*

Right: JCLEC group;

Bottom: Technology enabled crime colloquium



Photo courtesy of JCLEC



Photo: Cathy Keed

how operations and intelligence could work together and how intelligence could more effectively support operations and investigations in the field.

Other challenges identified included:

- understanding emerging trends and reacting quickly
- using existing legislation in a current, fast moving and dynamic criminal environment
- educating the workforce and key decision makers as well as the legislature on issues relating to technology

- community education issues relating to technology enabled crime
- difficulties dealing with the terminology involved in technology enabled crimes
- jurisdictional difficulties dealing with technology enabled crimes (such as the difference in legal systems, language problems and differing levels of experience in dealing with these types of crimes).

"One of the key outcomes from the colloquium was general agreement for work to continue in this area, in particular for more direct police-to-police contact for technology related crimes,

especially in the intelligence phase of an investigation," LCIP Coordinator Mike Hawley said.

Participants also recognised the importance of prevention and counter measures to address technology crimes, as well as the continued close liaison required by law enforcement and legislative bodies to enable successful prosecutions.

Sharing tools, expertise and best practice with international partners could also help to prevent overlapping investigations and promote cost savings, Federal Agent Hawley said.