

# Building Intelligence capability through training

**The intelligence capabilities of the AFP are set to be boosted as graduates from its new, six-phase law enforcement intelligence training program filter back into the organisation. In addition to forging new career streams within the AFP's Intelligence portfolio, the programs will benefit partner agencies including the Australian Crime Commission and Customs and Border Protection Service.**

After conducting a training needs analysis in 2008, the AFP's Law Enforcement Intelligence Training (LEIT) team introduced a suite of programs to enhance the organisation's intelligence capabilities.

The Intelligence Training Continuum has been created to ensure that AFP requirements for ongoing intelligence development are met.

The Continuum ensures that those seeking a career in intelligence will be able to undertake appropriate training to progress their career. Each phase of the program will ensure that staff are competent to undertake the intelligence work required by the AFP.

In addition to training staff, the Continuum provides a solid foundation for the AFP Intelligence function to develop staff from the ground up.

There are currently six phases of the Continuum with the first, Phase I, being an induction into the AFP and the local Intelligence office. Phase II is an introduction to law enforcement Intelligence which is accessible to all AFP members. Phases III, IV and V

are designed specifically for Intelligence practitioners and Phase VI is Intelligence for managers. As an intelligence-led, risk-based organisation, members are encouraged to have a basic understanding of what Intelligence is and what it can do.

The third and fourth phases are specifically designed for Intelligence staff, including Intelligence Support Officers and Intelligence Officers. These two phases are also open to Intelligence officers from the Australian Customs and Border Protection Service and Australian Crime Commission (ACC).

In addition to completing a face-to-face course, participants also undertake post-course placements to ensure that they have an understanding of Intelligence concepts, methodologies and their practical application to AFP activities.

The training for phases three and four also involves presentations, class work, practical exercises and assessment. Presenters from AFP Intelligence and partner agencies such as AUSTRAC and Europol provide insight into how collaboration can assist in the development of intelligence products.



**01:** Participants in LEIP Phase III with LEIT directing staff.

Participants learn methods of evaluating information and ways to develop well-reasoned arguments and predictions. This is crucial, as the intelligence they provide is used to inform decision makers.

Intelligence officers and Criminal Intelligence Analysts are encouraged to become mentors and tutors on other LEIT courses to enhance the AFP's overall capabilities.

Currently, phases three and four are offered through the AFP's Learning and Development portfolio three times a year. A Criminal Intelligence Analyst course has also been developed.

In addition to the Continuum, Intelligence practitioners can apply for the National Strategic Intelligence Course (NSIC), a partnership between Charles Sturt University, the ACC and the AFP to assist in meeting the professional development needs of Australian law enforcement in the strategic environment.

The NSIC aims to provide participants with a practical knowledge of strategic intelligence, research methods, analysis and the application of estimative intelligence tools.

## Law Enforcement Intelligence Training: mentors and students



### **Team Leader Law Enforcement Intelligence Training team Alastair Smith**

Alastair Smith heads up the LEIT training team based at the AFP College in Canberra. An AFP member for more than 10 years, Mr Smith began his intelligence career as an Intelligence watch officer with the Royal Australian Navy.

His experience in Intelligence has helped him lead intelligence operations, including those involving child sexual exploitation. After joining the AFP, he was seconded to the Australian Bureau of Criminal Intelligence to work on several projects targeting child sex offenders and online child sexual abuse.

"While this was a difficult project, knowing that I helped to disrupt and prevent activities which involved the abuse of children was very rewarding," Mr Smith said.

"The job at the AFP also saw me seconded to manage intelligence liaison for the Customs and Border Protection Service as the national coordinator of matters related to the depiction of child sexual abuse."

Now back at the AFP, Mr Smith manages intelligence training for all AFP staff.

### **Law Enforcement Intelligence Training team member Peter Abrahamffy**

Starting his career with the AFP in 2004, Mr Abrahamffy became part of the Law Enforcement Intelligence training team this year.

"The Intelligence field is one I'm very interested in, because I find the work stimulating and engaging," he said.

But educating the AFP's future Intelligence workforce has captured his attention.

"It is interesting to work on the training side of the house. Hopefully over time it will help me to further my career in AFP Intelligence."



### **Customs and Border Protection Service Intelligence Analyst Barton Roberts**

The intelligence capabilities of the Customs and Border Protection Service recently received a boost when Barton Roberts completed the LEIP Phase IV course.

He acknowledged that the course was challenging, but the Customs Intelligence Analyst said that the knowledge gained has added a valuable new dimension to his work.

"The AFP's Law Enforcement Intelligence Program is hard work, but has been a good experience and has helped me to put more structure around the intelligence processes I use," Mr Roberts said.

"The way the AFP has developed the process means it can be effectively applied in any situation or to any subject. Since the course I've been able to provide more focused material in a shorter time than would previously have been possible."



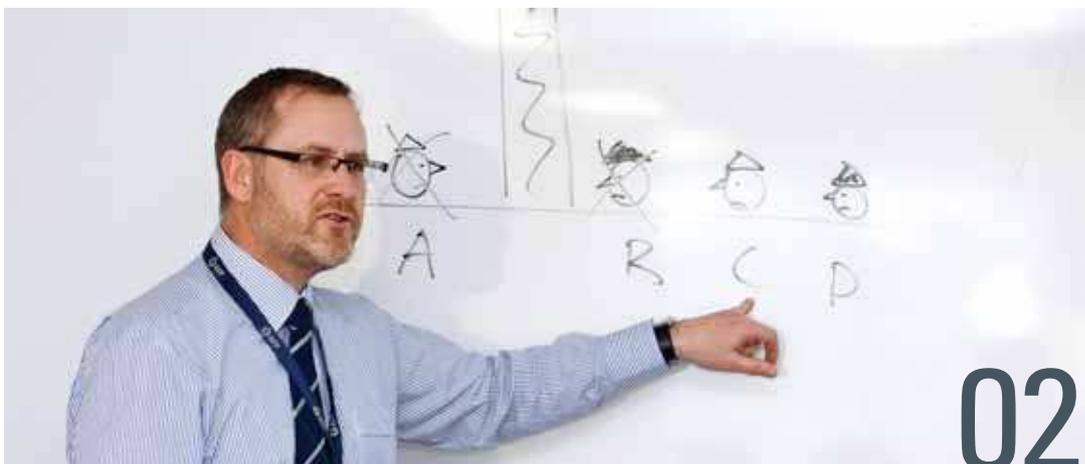
## New year, next phase: Criminal Intelligence Analysts

Applications were recently invited for the inaugural Law Enforcement Intelligence Program Phase V to be held at the AFP College in Canberra between 17 January and 4 February 2011.

Primarily aimed to develop the skills of Criminal Intelligence Analysts, LEIP Phase V has been designed to enhance skills already acquired by Intelligence practitioners so they can perform their duties at a higher level.

Among other topics, the program will cover lateral and critical thinking, intelligence doctrine, client negotiation and persuasion skills, mentoring and public speaking and briefing.

Following a residential component, participants will undertake a four month practicum in their workplace.



**02:** Team Leader Law Enforcement Intelligence Training team Alastair Smith explains an intelligence training problem.