

Guideline 11

Achieve a diversified representation of personnel based on the needs and functions of the center.

Human Resources

Justification

Selecting personnel depends upon the needs and functions of the center. The center will conduct, at a minimum, all aspects of the intelligence process. Staff will need the ability to perform analytical functions and provide strategic and tactical assistance. It is important for the center to recruit the highest quality individuals and to ensure center personnel are assigned appropriately. For example, leadership should ensure qualified personnel are selected for key objectives such as collection and analysis. Personnel should demonstrate attention to detail, integrity, good interpersonal communication skills, and the ability to accept and learn from constructive criticism.

Public safety and private sector personnel should be included in staffing. Leadership should be cognizant of the integration of public safety and private sector partners and their importance to the success of operations, though entities for each component may provide personnel in different ways (full-time representation, a part-time representative, or a liaison). Public safety and private sector participation may fluctuate based on identified threats or ongoing operations. For instance, if an information technology (IT) threat is identified, public safety/private sector partners who are experts in the IT field may change from a liaison-type membership to full-time personnel until that threat is neutralized or unsubstantiated. Or, if hazardous material moves through the fusion center jurisdiction once a month, public and private sector partners associated with hazardous materials may become full-time personnel within the fusion center during this operation.

Fusion center management should consider exchanging personnel with private sector partners to aid in training and understanding how each component functions. Cross-training will aid in providing fusion center analysts with an understanding of the private sector, including what threats affect them, how threats are handled, and the types of information that the private sector can provide to fusion centers. Private sector personnel assigned to the fusion center will understand fusion center operations and information requirements.

Furthermore, the governance body should continually evaluate center membership and partners. In short, the fusion center represents a fluid environment, and as new businesses and organizations are established within the jurisdiction, the governance body should reach out to these organizations.

Issues for Consideration

When staffing a fusion center, consider:

- Recruiting personnel based on a Concept of Operations (CONOPS) and center mission and goals.
- Maintaining a 24-hour-a-day/7-day-a-week operation with appropriate staffing levels.
- Ensuring appropriate command structure and leadership.
- Establishing a permanent full-time civilian (non-law enforcement) position to provide continuity and consistency in the long term (i.e., facility manager/center director).
- Maintaining a small core staff dedicated to specific functions, such as administration, information technology, communications, and graphics.
- Creating units of operation (or crime desks), such as intelligence, criminal investigations (e.g., violent crimes, drugs, and gangs), analytical, and homeland security.
- Identifying and utilizing subject-matter experts from law enforcement, public safety, and the private sector.
- Ensuring equal/proportional representation of personnel from participating entities.
- Maintaining legal counsel dedicated to the fusion center to help clarify laws, rules, regulations, and statutes governing the collection, maintenance, and dissemination of information and liaison with the development of policies, procedures, guidelines, and operational manuals.
- Liaising with the local prosecutor's office.
- Securing appropriate number and types of security clearances for personnel and identifying clearances based on local, state, and federal requirements.
- Requiring a minimum term commitment for full-time center personnel.

- Ensuring a Memorandum of Understanding (MOU) addresses human resources management and issues.
- Institutionalizing professionalism.
- Establishing a mechanism to manage temporary personnel.
- Using a personnel checklist when assigning or removing personnel from the center (see Sample Checklist on resource CD).

Example Staffing

Arizona Counter Terrorism Information Center (ACTIC)

The ACTIC will operate on a 24-hour-a-day/7-day-a-week basis and will function as a multiagency, all-hazard effort staffed by members of the Department of Public Safety and other local, state, and federal agencies.

California State Terrorism Threat Assessment Center (STTAC) and Regional Terrorism Threat Assessment Centers (RTTAC)

The STTAC and four RTTACs are all-crimes, all-hazards fusion centers that integrate local Joint Terrorism Task Forces (JTTFs), FBI Field Intelligence Groups (FIG), Terrorism Early Warning Groups (TEWG), and other state agencies in their operations. Terrorism Liaison Officers (TLO) are designated at local agencies and have network access to the California Joint Regional Information Exchange System (CAL JRIES) to link local operations and information gathering with the STTAC and RTTACs.

Rockland County Intelligence Center (RCIC)

RCIC provides services to all law enforcement agencies and is composed of sworn officers from Rockland County law enforcement agencies. The Intelligence Center officers are assigned specialized “desks.” Each desk focuses on a specific type of criminal activity, including burglary/robbery, counter-terrorism, factual data analysis, firearm tracking, identity crimes, organized crime, and street gangs.

Georgia Information Sharing and Analysis Center (GISAC)

GISAC’s day-to-day operations, facilities, personnel, finances, and administration are managed by Georgia Bureau of Investigation supervisors. There are a total of 18 personnel assigned.

Statewide Terrorism Intelligence Center (STIC)—Illinois

STIC operates three 24-hour-a-day/7-day-a-week shifts, with a half-hour overlap on each shift for shift-change briefing. Each shift is staffed with one full-time watch officer and four contractual terrorism research specialists (TRS). STIC maintains additional supervisory and operational staff on the day shift. Each employee works a 37.5-hour workweek. Minimum staffing is one supervisor and two TRSs, Monday through Friday, and two TRSs on weekends.

Staffing Model Templates

While most staffing models do not focus specifically on law enforcement personnel, there are some guidelines that leadership can use to help adequately staff a fusion center. During the focus group meetings, the following categories of staffing were recommended. These categories include:

- Collection function—collection management process
- Analytical services
- Technical support
- Communications liaison for dissemination and sharing externally
- Leadership/command—supporting intelligence-led policing

This staffing model follows the functions within the intelligence process. Focus group members recommended that the intelligence process dictate the number and level of staffing. It is also important to consider the need for supervisory and management positions, as well as training and information technology support personnel.

Standards for Analysts

In support of the *National Criminal Intelligence Sharing Plan* (NCISP), the International Association of Law Enforcement Intelligence Analysts (IALEIA) published the *Law Enforcement Analytic Standards* booklet, which is included on the accompanying resource CD. The booklet contains standards regarding education, training, continuing education, professional development, certification, and analytic attributes. It is recommended that centers follow these standards when hiring analysts, preparing individuals for the position of analyst, and/or enhancing an individual’s skills and abilities (see Guideline 14, *Intelligence Services and Products*, for more information).

Available Resources on Fusion Center CD

- *Law Enforcement Analytic Standards*, http://it.ojp.gov/documents/law_enforcement_analytic_standards.pdf
- Personnel Sample Checklist