

Guideline 12

Ensure personnel are properly trained.

Training of Center Personnel

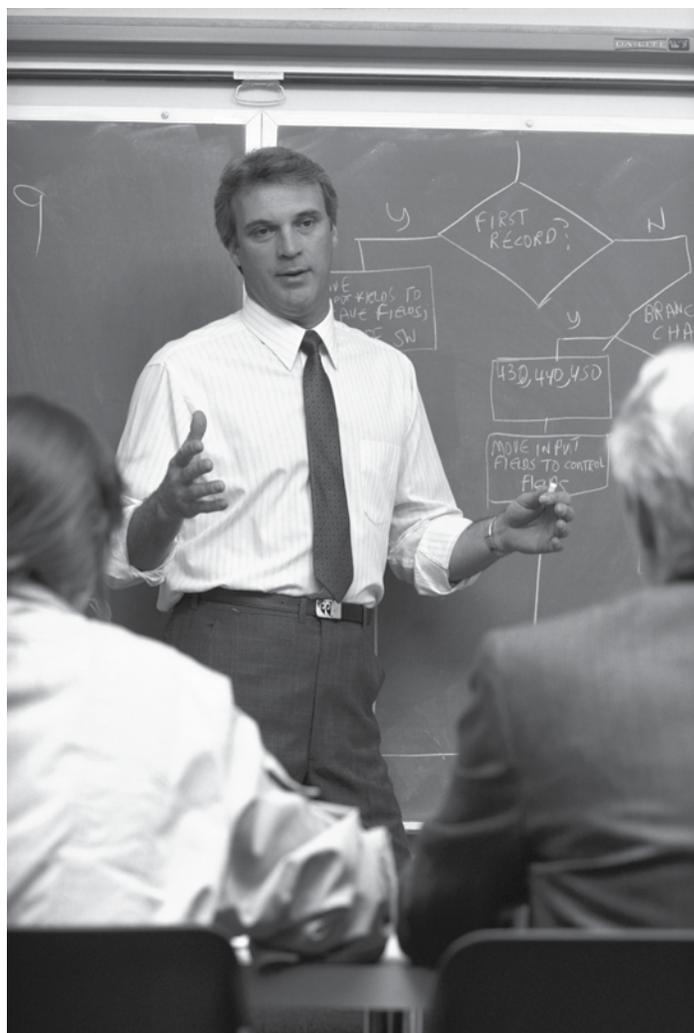
Justification

Training helps personnel maximize the ability to effectively utilize tools in support of center functions. It is recommended that fusion centers adhere to the training objectives outlined in the *National Criminal Intelligence Sharing Plan* (NCISP). In addition, it is recommended that personnel working within the center meet the core training standards developed by the Global Intelligence Working Group (GIWG) and Counter-Terrorism Training Coordination Working Group (CTTWG). Each of the six training classifications identified by the GIWG (intelligence analyst, intelligence supervisor, law enforcement officer, law enforcement executive, intelligence officer/collector, and train-the-trainer) have unique standards. Center personnel should also receive an overview of center operations, policies and procedures, and any unique protocols or communication needs. The National Governors Association (NGA) Center for Best Practices published a paper, *State Intelligence Fusion Centers: Recent State Actions*, which surveyed the types of resources that the states need to complete development of or improve their intelligence fusion centers.⁵⁵ Numerous responses included the need for additional training—specifically, training for analysts and supervisors.

Public safety and private sector integration into fusion centers presents new training obstacles and opportunities. Though law enforcement has traditionally been the primary intelligence component in crime prevention, the introduction of public safety and the private sector into the intelligence process requires additional training on the intelligence and fusion processes. In addition, cross-educational training should occur between the fusion center and the public safety and private sector entities in order to give each an understanding of the respective business practices within each component, what they can provide to fusion centers, and what they need from fusion centers.

Fusion center personnel should consider participating in tabletop exercises (TTX), functional exercises, and full-scale exercises that private sector organizations may stage. These exercises

will assist fusion centers in institutionalizing partnerships with public safety and the private sector through strategic and tactical integration and will also aid in testing the communications plan (see Guideline 18). Fusion center participation in these types of exercises will also aid in identifying the information requirements of the fusion center, private sector, and public safety entities.



⁵⁵ National Governors Association, Center for Best Practices, *State Intelligence Fusion Centers: Recent State Actions*, 2005.

The public safety and private sector components represent nontraditional gatherers of information and present an opportunity to enhance and increase the amount and types of data that fusion centers receive. Because these entities are nontraditional and may not be aware of the intelligence cycle and the information requirements of the fusion center, fusion centers should provide training to fusion center staff and public safety and private sector liaisons. This training explains the types of information that nontraditional gatherers should be aware of, the importance of this information, how to gather the information, and who to report it to.

Issues for Consideration

When reviewing training, consider:

- Identifying training needs of center personnel.
- Providing specialized training, as appropriate.
- Providing training on the fusion center operations, NCISP, intelligence cycle, and the fusion process.
- Providing information collection training for fusion center participants.
- Providing training in tactical and strategic intelligence.
- Seeking accredited or standards-compliant training programs for government personnel.
- Utilizing private security entities for subject-matter training (e.g., cyber security).
- Emphasizing analysis and its link to intelligence-led policing.
- Developing materials and integrating outreach efforts.
- Adhering to other training mandates.
- Ensuring that personnel assigned to specific crime desks receive crime-specific training.
- Utilizing scenario-based training, simulations, games, and tabletop and field exercises.
- Participating in public safety and private sector tabletop, functional, and full-scale exercises.
- Participating in college- and university-sponsored intelligence and analyst training programs.

NCISP Training Objectives and Minimum Training Standards

In November 2003, the Criminal Intelligence Training Coordination Strategy (CITCS) Working Group was established to develop a recommended intelligence training coordination strategy. The CITCS recognized that there were voids in existing criminal intelligence training and duplication of effort in terms of training development and delivery. The CITCS met throughout 2004 and finalized their recommendations in June 2004. The CITCS recommendations are contained in the report entitled *Minimum Criminal Intelligence Training Standards for United*

States Law Enforcement and Other Criminal Justice Agencies and have been endorsed by the GIWG Training/Outreach Committee, the Criminal Intelligence Coordinating Council (CICC), the CTTWG, and the Global Advisory Committee. The report is included on the resource CD. These recommended minimum criminal intelligence training standards were developed for the following training classifications:

- Intelligence analyst
- Intelligence manager
- Law enforcement executive
 - ✓ General law enforcement officer (basic recruit and in-service)
 - ✓ Intelligence officer/collector
 - ✓ Train-the-trainer

These efforts are significant, not only in implementing the tenets of NCISP but also in building awareness, institutionalizing the importance of criminal intelligence, increasing the value of intelligence personnel, fostering relationships among the law enforcement community, improving the ability to detect and prevent acts of terrorism and other crimes, and creating a safer home for citizens.

The U.S. Department of Homeland Security (DHS), Office of State and Local Government Coordination and Preparedness, is currently developing training in the field of intelligence and information sharing capabilities. Once finalized, this training will be available for widespread utilization by state and local governments, as well as all relevant fusion center participants.⁵⁶

It is also recommended that center staff receive training regarding facility security and operations and information security, as well as the center's policies and procedures.

Available Resources on Fusion Center CD

- Counter-Terrorism Training Coordination Working Group (CTTWG) Web site, www.counterterrorismtraining.gov
- Homeland Security Presidential Directive 5 (HSPD-5), www.whitehouse.gov/news/releases/2003/02/20030228-9.html
- Homeland Security Presidential Directive 8 (HSPD-8), www.fas.org/irp/offdocs/nsdp/hspd-8.html
- International Association of Law Enforcement Intelligence Analysts (IALEIA), www.ialeia.org/
- International Association of Directors of Law Enforcement Standards and Training (IADLEST), www.iadlest.org/
- *Minimum Criminal Intelligence Training Standards for United States Law Enforcement and Other Criminal Justice Agencies*, www.it.ojp.gov/documents/minimum_criminal_intel_training_standards.pdf
- National White Collar Crime Center (NW3C), www.nw3c.org

⁵⁶ More information about the training opportunities available can be found at the Office for Domestic Preparedness Web site at www.ojp.usdoj.gov/odp/.