

Guideline 13

Provide a multitiered awareness and educational program to implement intelligence-led policing and the development and sharing of information.

Multidisciplinary Awareness and Education

Justification

In addition to training center personnel (see Guideline 12), a center should provide general awareness training for all those involved in intelligence, regardless of whether they are assigned directly to the center. All investigative or intelligence personnel, as well as nontraditional gatherers of information—such as fire, emergency management, and health personnel—should receive training. Personnel should be equipped to identify suspicious activities or threats and provide information to fusion center personnel, as appropriate. Further, nontraditional partners should be provided with situational awareness training, specifically, training that aids in the identification of activities and events that may be related to a criminal enterprise. In addition, policymakers and legislators should understand the center's mission and goals in order to effectively support center efforts, make decisions regarding funding and resource allocation, and respond appropriately during emergencies. Part of this process is developing outreach materials and ensuring that training is ongoing and relevant.

The training objectives and recommended minimum criminal intelligence training standards developed in support of the *National Criminal Intelligence Sharing Plan* (NCISP) apply to this standard (also see Guideline 12, Training of Center Personnel). Recommended minimum criminal intelligence training standards have been 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

Training standards for analysts, officers, and collectors should include elements regarding how to identify and collect intelligence. In addition, the recommendations for managers

and executives offer guidelines and information pertaining to the importance of intelligence, process collecting, and analyzing and disseminating intelligence; how to manage and support an intelligence function; and how to develop and adhere to appropriate policies. Nontraditional collectors of intelligence; public safety entities such as fire, health, and agriculture; and the private sector should have awareness training, including information gathering. Many local, state, and private organizations provide awareness-level training. Centers should identify appropriate training mechanisms and provide outreach to personnel.

The general public should be knowledgeable and prepared. This level of public awareness and education requires a focused and concentrated effort. Options for leadership to inform the public about fusion centers include participation at town hall meetings, city commission meetings, or media interaction (newspaper articles, television news stories). It is important in order for the public to support the fusion center to understand its purpose and mission.

Issues for Consideration

When reviewing awareness training, consider:

- Tailoring training based on the needs of individual personnel (i.e., law enforcement officers and executive, public safety, and private sector representatives).
- Identifying what elements intelligence personnel need regarding center operations.
- Developing materials and integrating outreach efforts.
- Communicating with all agencies serviced by the center to ensure appropriate training.
- Prioritizing the intelligence function to address threats posed in specific fusion center jurisdictions.
- Integrating intelligence-led policing to support customer needs, define tasks, and prioritize functions.
- Utilizing computer-based training for nontraditional information gatherers (e.g., security officers).

- Ensuring training includes awareness of privacy issues associated with information collection, storage, and dissemination.

Available Resources on Fusion Center CD

- Counter-Terrorism Training Coordination Working Group (CTTWG) Web site, www.counterterrorismtraining.gov
- HSAC's *Intelligence and Information Sharing Initiative: Homeland Security Intelligence and Information Fusion* report
- *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