# GEORGIA BUREAU OF INVESTIGATION

**Georgia Law Enforcement Criminal Intelligence Analysis Certification Program**

# I. Introduction

### Background of the Program

The Georgia Bureau of Investigation (GBI) has developed and implemented a training and professional development certification program ("the program") for all Criminal Intelligence Analysts in the State of Georgia. The program evolved from a clear recognition of the increasing importance of Intelligence collection and analysis by law enforcement, and the critical role of highly-trained analysts in this regard. These recognitions came into clear focus on a truly national basis following the events of September 11, 2001, which served as a dramatic wake-up call on the value of Intelligence collection and analysis, and the potentially catastrophic consequences of failing in these efforts. The tragic events of 9-11 dramatically reinforced to law enforcement the knowledge that our communities and our nation cannot be kept truly safe without the effective use of intelligence-led policing. And, effective intelligence-led policing absolutely requires the efforts of skilled professional analysts whose job it is to collect facts and documents, circumstances, evidence, interviews, and other material related to crimes, and place them in a logical, related framework. This work must be done in order to further the development of criminal investigations, to explain relevant criminal phenomena, and to unmask developing crime trends. The critical importance of this work cannot be understated, and it is with this knowledge and background that the GBI developed the program. The program will be used to increase and enhance the collective capabilities of law enforcement in Georgia and will, in no small measure, aid in keeping our State and its communities safe.

### Goals of the Program

Given the critical nature of intelligence collection and analysis as described above, it follows just as importantly that the process of intelligence analysis has clear standards that will ensure intelligence products are accurate, timely, factual, and relevant. Recommended actions based on these products must be logically drawn from the effective use of proven analytical techniques. The primary goal of the program is, therefore, to professionalize and enhance the practice of intelligence collection and analysis in order to maximize the benefits derived from the intelligence. This will be achieved through effective training that will impart the knowledge, skills and competencies required, and by setting proper standards that will ensure an ability to trust the products and benefits derived.

Another goal of the program is to instill and promote professionalism and leadership within the analyst community in Georgia, and the training and certification process addresses this directly by increasing the knowledge and abilities of the participants, and then by recognizing their individual achievements. The program helps legitimize the professional role of the law enforcement analyst, and will hopefully promote the growth of this very important profession throughout Georgia law enforcement.

It is noted that standardized training and certification allows employers to measure analysts' competence and experience, and allows both employers and peers to recognize the analysts for their achievements. In this same regard, and while it is not necessarily a goal of the program, the training and certification process may be utilized by employers as a career track for their employees, and as a means of helping to evaluate the ongoing professional growth and general work performance of these employees.

**Brief Overview of the Program**

The program is a GBI project and will be governed and managed by the GBI and representatives from local law enforcement partners. Governance of the program will be by a board chaired by the Director of the GBI. Day-to-day management and administration will be by the Special Agent in Charge (SAC) of the Georgia Information Sharing and Analysis Center (GISAC) and his/her appointees assigned to the program. This will include the appointment of a specific program coordinator for the certification program.

The program has two levels, with each level having its own training curriculum and independent certification. Level One is the "Basic Level", and is designed for new or beginning analysts or those with less than five years' experience performing the work of an analyst. Level Two is the "Practitioner Level", and is designed for analysts who have successfully completed training in the Basic Level curriculum, and who have at least five years' experience performing the work of an analyst. Certification in each level will follow successful completion of the training courses required (see Section IV), successful completion of a skills and knowledge test given for each level, and for Level Two, attainment of the requisite years of work experience. The program requires that analysts certified in either or both levels attend in-service or continuing education courses on an annual basis in order to maintain their certification.

The program is open to full-time employees of a State or Local Law Enforcement Department within Georgia. These employees must be assigned as:

**A.** Full time intelligence analysts, or those who perform dual functions in both crime and intelligence analysis.
**B.** Full time crime analysts who will transition to the role of intelligence analysts, or will perform dual functions in both intelligence and crime analysis.
**C.** Full time criminal investigators whose responsibilities include performing Intelligence analysis for their departments.

Complete eligibility and application requirements for entry into the program are provided in Section II.

The program is provided at no cost to the participating departments, other than costs associated with the use of fee-based training providers where tuition or registration fees apply, and the costs associated with any travel required to attend training.

The program is in conformity with the "*Minimum Criminal Intelligence Training Standards*" for both basic and intermediate level analytic training courses as provided by the Advisory Committee of the U.S. Department of Justice's Global Justice Information Sharing Initiative. The program also adheres to Global's "*Law Enforcement Analyst Certification Standards*", and to the applicable standards of Global's "*National Criminal Intelligence Sharing Plan*" and "*Common Competencies for State, Local and Tribal Intelligence Analysts*".

# II. Eligibility and Application Requirements

**Applicant Eligibility Requirements**

Applicants for the program must:

1. Be full time employees of State or Local law enforcement departments within the State of Georgia. Any exception to or waiver of this requirement must be granted in writing by the Director of the GBI.
2. Be in good standing with their departments, and with the Peace Officer Standards and Training Council (P.O.S.T.) if applicable. Applicants must have met all employment standards (including educational standards) required by their current employer, and successfully passed a fingerprint-based background investigation conducted by the employer.
3. Be employed as a criminal intelligence analyst, as an analyst performing both intelligence analysis and crime analysis, or as a crime analyst whose duties will now include intelligence analysis. Or, employed as a criminal investigator whose duties include performing intelligence analysis for their department.
4. Be free of serious disciplinary actions within their departments or in their employment histories, with particular emphasis on violations of policy relating to the unauthorized or unlawful disclosure of confidential or protected information.
5. Have successfully completed the preliminary training requirement outlined in Section IV.

Applicants who fail to meet all of the conditions stated above will be denied admission to the program. Applicants who, after admission to the program, are subsequently found to

be in violation of any of the conditions will be immediately subject to dismissal or decertification from the program.

**Education: Recommendation**

It is highly recommended to all law enforcement departments that applicants for the position of intelligence analyst be required, as a condition of hiring, to have a four-year college degree. Such a requirement will not only provide applicants that have a clear history of successful accomplishment and goal attainment, but will also serve to reinforce the regard for criminal intelligence analysis as a true profession.

**Employer Requirements**

All employer departments must, at the time of employee application to the program:

1. Have a current written policy in force on the use, handling and protection of intelligence information.
2. Have a current written policy in force on the protection of privacy, civil rights and civil liberties.

Policies on proper intelligence handling and protection of privacy rights should reflect and follow current best practices in the law enforcement community as supported by organizations such as the International Association of Chiefs of Police (IACP) and the U.S. Department of Justice. With regard to Intelligence Policies, current best practices are provided in the *IACP Model Policy on Intelligence* (https://it.ojp.gov/documents/criminal_intelligence_model_policy.pdf) and in the Law Enforcement Intelligence Units *Criminal Intelligence File Guidelines* (http://leiu.org/sites/default/filesFile%20Guidelines.pdf).

Policy guidelines relating to protection of privacy, civil rights and civil liberties can be found in Global's *Privacy, Civil Rights, and Civil Liberties Policy Development Guide for State, Local, and Tribal Justice Entities* (http://it.ojp.gov/gist/31/Privacy--Civil-Rights--and-Civil-Liberties-Policy-Development-Guide-for-State--Local--and-Tribal-Justice-Entities--Privacy-Guide). For those departments that may need to update or improve their policies, another assisting reference can be found in the National Criminal Justice Association's current guidelines for *Developing, Drafting and Assessing Privacy Policy for Justice Information Systems* **(**http://www.ncja.org/sites/default/files/documents/Justice-Information-Privacy-Guideline.pdf).

Please note that departmental policies on intelligence and privacy do not have to be separate and distinct. Because privacy protections are so critical with regard to intelligence systems, the two subjects may be contained in a single, integrated policy.

**Application to the Program**

Required documents for application to the program include:

1. A completed **Program Application**, signed with an original signature by the applicant. The application form is an attachment on the website, and can be printed from this site.
2. A letter from the applicant's agency head recommending the applicant for admission to the program, and stating that all applicant eligibility requirements and employer requirements have been met. This letter must be on department letterhead, with an original signature by the agency head. The letter must be submitted with the completed application.
3. A copy of the applicant's departmental policy on the use, handling and protection of intelligence information and a copy of the departmental policy on the protection of privacy, civil rights and civil liberties. Both documents (if separate) must be submitted with the completed application.
4. Copy of a training certificate or other acceptable documentation of successful completion of the preliminary training requirement outlined in Section IV.
5. Copies of training certificates or other acceptable documentation of successful completion of prior training in required certification courses as described in Section IV of this document (see the subsections relating to Credit and Other Considerations for Prior Training).

The completed application and required supporting documents should be mailed to:

*Program Coordinator*
*Criminal Intelligence Analysis Certification Program*
*Georgia Information Sharing and Analysis Center*
*P.O. Box 29649*
*Atlanta, Georgia 30359*

In lieu of mailing the documents, applicants may scan the completed and signed application and all supporting documents, and email them to AnalystCertification@gbi.ga.gov.

After receiving the application, the program coordinator at GISAC will review the application to ensure it has been properly completed and that required supporting documents have been received. Should the coordinator have questions or need additional information from the applicant, the coordinator will contact the applicant by telephone or by email. When all required information has been received and a determination made that the applicant and employer meet all eligibility requirements, the coordinator will send a written recommendation to the governing board that the applicant be granted entry into the

program. The board members will respond in writing with their approval, and the applicant and the applicant's agency head will be notified of the approval in an acceptance letter on official letterhead from the GBI Director. In such normal circumstances, when both the applicant and the employer meet all program requirements, the applicant should be approved for entry into the program and written notification of acceptance made within sixty days of the date the application is received.

Should it be determined upon review of the application or from information received from other sources that one or more applicant eligibility requirements or employer requirements have not been met, the program coordinator will contact the applicant and explain the problem(s). The coordinator will attempt to work with the applicant to resolve the problems, which may include suspending the application until all requirements can be met. Once all requirements have been satisfied and the proper documentation received from the applicant, the coordinator will move forward with a recommendation to the governing board for approval.

In the event an eligibility requirement or employer requirement cannot be met, or information is received in the application or from other sources that disqualifies an applicant from consideration, the coordinator will send a written recommendation to the governing board recommending the applicant be disqualified from consideration, and providing the detailed reasons for the recommendation. The board will evaluate the recommendation from supporting information provided, and will respond in writing with either their approval of the recommendation, or with a request that further specific information be determined and provided by the coordinator. If the board requests that further inquiries or determinations be made, the coordinator will take the necessary action(s) to make the determinations, and the findings will again be presented in writing to the board so that a final determination can be made. If the board finds convincing mitigation and subsequently rejects the recommendation for disqualification, the board will notify the coordinator in writing of the decision and the reasons for rejection of the recommendation. The board will direct the coordinator to move the application towards approval status.

If a recommendation for disqualification is approved by the board, the applicant will be notified of the disqualification and specific reasons for the disqualification in a letter on official letterhead from the GBI Director. A copy of the disqualification letter will be sent to the applicant's agency head.

The applicant may file an appeal of a finding of disqualification. The appeal will be made to the GBI Director, as chairperson of the board, and must be made in writing on employing agency letterhead. The appeal must be made within sixty (60) calendar days following receipt of the disqualification letter. Specific, detailed reasons must be provided as to why the applicant believes the disqualification should be reversed by the board, and any supporting documentation available must also be submitted. The letter of appeal must be signed by both the applicant and the applicant's agency head. Upon receipt, the appeal will be evaluated by the board, and a determination made as to the merit of the appeal. The

board may either approve or deny the appeal, or it may request that the program coordinator make further inquiries and determinations prior to the board making a final decision. When a final decision is made on the appeal, the results will be communicated in a letter to the applicant from the GBI Director on GBI letterhead. A copy of the letter will be sent to the applicant's agency head.

The process for potential decertification of a previously certified analyst will mirror exactly the process documented above for proposed applicant disqualification. Decertification procedures will be initiated for cause involving serious breach(s) of departmental policy or violations of criminal law.

# III. Governance and Administration of the Program

The program is governed by a nine-member managing board consisting of the following positions:

- Director of the GBI: Serves as Chairman, and makes binding decisions on key program issues based upon all available information, and based particularly upon input and recommendations from the board. The Director will strive to make most final determinations on key issues based upon recommendations advocated by a majority of the other eight members of the board. If a majority does not exist, the Director may, at his/her discretion, postpone the decision until further study of the matter is conducted, and a majority is eventually reached.
- GBI Inspector with assigned oversight of GISAC: Serves as Vice-Chairman and voting member
- Special Agent in Charge of GISAC: Manages the program on a day-to-day basis and serves as voting member
- Special Agent in Charge of the GBI Training Unit: Advisory and Voting Member
- Two (2) Intelligence Analysis Specialist Supervisors-GISAC: Advisory and Voting Members who assist in day-to-day management of the program
- Intelligence Analysis Specialist-Advanced Level-GISAC: Advisory and Voting Member
- Two (2) senior level intelligence analysts from local law enforcement agencies within Georgia-selected by the board chairman upon recommendation from the SAC of GISAC. These are Advisory and Voting Members who will serve for two years, and are eligible for reappointment.

**The duties and responsibilities of the board include:**

- Setting and enforcing all program standards and policies for application and admission

- Assessing applicants based on program standards, approving those who meet all requirements
- Setting training curriculum requirements, including annual in-service training requirements
- Assessing and approving courses and trainers for certification credit and for annual in-service training credit
- Establishing an orientation program for new applicants admitted to the program
- Monitoring the ongoing progress towards certification of all applicants admitted to the program
- Providing general oversight for the day-to-day operations required to administer the program
- Establishing the design, scheduling and administration of knowledge and skills testing and evaluation leading to applicant certifications
- Granting certifications to those who succeed in meeting all program requirements
- Making final determinations relating to applicants or certified analysts who may be dismissed from the program for cause
- Making final determinations on any appeals received from applicants relating to failure to be admitted to the program or failure to receive certification following final evaluation
- Periodically assessing the program in all aspects to ensure that standards and requirements reflect generally accepted policies and current best practices in the fields of both intelligence analysis and program management

The full board will meet as necessary to fulfill the duties and responsibilities described above, and will meet as a full board no less than twice annually. The meetings will be scheduled by the GBI Director upon recommendation by the SAC of GISAC. The meetings may be held in person or by teleconference, as determined by the GBI Director. The Director may call additional board meetings at his/her discretion with less than the full board, to decide issues where the level of importance is less than that requiring participation by the full board.

The SAC of GISAC will manage the day-to-day operation of the program, and will assign the appropriate personnel to efficiently conduct the general work required. These assignments will include the appointment of a designated program coordinator, whose duties will include being the primary point of contact for all applicants, representatives of applicant departments, and previously certified analysts. The SAC, in conjunction with the board, will design and promote the procedures to be used in program administration, and the SAC will manage the development, writing and ongoing maintenance of a program manual documenting these procedures. The GBI Director will support the SAC in his/her day-to-day decisions required to successfully manage the program, and will also support the SAC in ensuring that adequate operational personnel are available to efficiently carry out all program duties.

# IV. Program Curriculum and Credit for Prior Training

**Preliminary Training Requirement**

All applicants for certification must have successfully completed the following training as a prerequisite for application and admission to the program:

On-line training in the Bureau of Justice Assistance's Criminal Intelligence Systems Operating Policies as provided in **28 Code of Federal Regulations (CFR) Part 23**. This code is the guideline for law enforcement agencies that operate federally funded multi-jurisdictional criminal intelligence systems. The guideline specifically provides guidance for the submission, entry, security, inquiry, dissemination, review, and purge of criminal intelligence information. The on-line training site includes introductory-level training on the regulation's core principles and provides an understanding of privacy and civil liberties concerns related to criminal intelligence information sharing.

Although it legally applies only to federally-funded multi-jurisdictional systems, 28 CFR 23 is considered the national standard for the proper management of law enforcement intelligence systems, and should be followed as a matter of policy by all law enforcement departments. Thus, it is included as an integral and critical primer in the program's required curriculum. The site for receiving this training and a qualifying certificate is: https://www.ncirc.gov/28cfr/. A certificate of successful completion is required for admission to the program. For those applicants who previously attended instructor-led courses in 28 CFR 23, copies of completion certificates, departmental training records, or qualifying records from other sources confirming successful completion of the training may be submitted with program applications.

**Program Training: General Policies**

The following general policies will apply in both the basic and practitioner levels of certification training:

**A.** Training courses approved by the board for certification credit will be listed on the GBI website (**gbi.georgia.gov)**, under Intelligence Analysis Certification Program, and "Approved Courses." Specific approved courses will be listed on the website under the general course headings for each certification level. Applicants may, and are strongly encouraged, to submit requests or course nominations to the program coordinator for the addition of specific courses not listed on the website. Requests must be in writing, and must give the certification level and general course heading for each addition requested. The

request must list the name of the course, the instructor's name and department or, if private sector, the instructor's business or company name. The applicant must provide the instructor's business address, email and website addresses and contact telephone number(s). A complete course syllabus must also be provided in the request.

Upon receipt of a request, the program coordinator will conduct a professional assessment of the requested course and instructor. If the course and instructor are found to be acceptable in all aspects under the proper course heading, the coordinator will write a recommendation to the board to accept the course for inclusion in the program. If the board approves the recommended course, it will respond to the coordinator in writing, and the course will be added to the list of approved courses on the GBI website. If the course and instructor are found, either in the initial vetting by the coordinator or by a decision of the board, to not meet qualifying criteria for approved courses, the requestor will be notified of the results by the coordinator in writing. The notification will include the reason(s) for disqualification of the requested course.

**B.** All required courses must be instructor-led with the exception of 28 CFR Part 23, as explained in **Preliminary Training Requirement**, above.

**C.** All instructors must be certified law enforcement instructors, or private sector instructors from companies whose courses are well recognized by and professionally acceptable to the law enforcement and intelligence communities.

**D.** All courses must administer a written or practical test, which must be successfully passed in order to receive program credit.

**E.** All courses must award certificates for successful completion, unless specific written authority is issued by the board for an exemption. Following completion of a course, a copy of the course certificate must be sent to the program coordinator, for inclusion in a permanent certification file the coordinator will establish for each analyst.

**F.** Upon admission of an applicant to the program, the program coordinator will establish a permanent file for the applicant which will be utilized to store all pertinent documentation of the applicant's progression towards certification. The file will include, for example, copies of the applicant's application and acceptance letter, training course completion certificates, written correspondence between the applicant and the board or program coordinator, program coordinator notes, documentation of required annual in-service training, and any other records formally relating to the training and certification of each applicant.

**G.** Each certification level should, as a goal, be completed within five years of application acceptance.

**Orientation to the Program**

Upon being accepted into the program, analysts will be scheduled by the program coordinator to attend an orientation meeting that will be held at GISAC (the State Fusion Center). The one-day orientation meetings will be scheduled at the discretion of the program coordinator, but no less than twice annually. The analysts attending each meeting will be introduced to the program coordinator and other key staff members at GISAC, and will receive a tour of the facility and a briefing on general operations at the Fusion Center. The briefing will include an in-depth look at the State's Suspicious Activity Reporting (SAR) program, and the use of the Homeland Security Information Network (HSIN). Analysts not currently utilizing HSIN will be scheduled to receive training and access codes required for using the network. The HSIN training and access codes will be provided through the Fusion Center by representatives of the State's Office of Homeland Security.

During orientation, the analysts will receive a briefing on the certification program, and each step of the process will be explained. Following this meeting, the analysts will be able to meet one-on-one with the program coordinator to discuss their individual training needs and objectives, and to ask any remaining questions they may have. A preliminary training plan will be developed for each analyst during the one-on-one meetings.

The Analysts' employing departments will be responsible for providing transportation to and from the orientation meetings, as well as for any lodging or meals required for attendance.

## Required Curriculum-Basic Level

The Basic Level Certification curriculum is designed for newly hired intelligence analysts, intelligence analysts with less than five (5) years' experience in the field who have limited or no formal analytical training, and intelligence analysts in transition from the position of crime analyst. The training curriculum is progressive in nature, beginning with training in the fundamental tools used and the most fundamental aspects of intelligence analysis. The following three software courses and six specific course headings will apply in the Basic Level Certification:

1. **Basic Microsoft Office Professional Suite courses, specifically Excel, Access, and PowerPoint**.

   The Microsoft Office Professional software applications are considered the universal software languages common to nearly all law enforcement departments, and it is therefore essential that intelligence analysts have good working command of each application. These applications will be used very frequently in the methodologies used by professional intelligence analysts, and are considered universal in the exchange of information between analysts, and between departments exchanging analytical products. Please note that **Microsoft Word** is not a required course, because most applicants will have had adequate experience both in school and in the workplace utilizing this word processing application. If, however, the applicant's department, in conducting its own personnel evaluation,

determines the employee lacks adequate knowledge and experience in this application, the department is encouraged to require formal training and certification in Microsoft Word.

Each of the three software application training courses must be a minimum of 24 hours in length to ensure the training is in-depth, and not simply a familiarization course. The courses must be hands on, instructor-led by a Certified Microsoft Instructor, and a test or evaluation must be given and successfully passed in each software application.

If the applicant has received training in the software applications prior to program application, credit for the prior training will be awarded, as long as the training meets the training standards outlined in paragraph two, above. In order to receive the credit, certificates of successful completion must be submitted for each software application, or an umbrella certificate provided if all software applications were trained in a comprehensive training course. To ensure the software versions utilized during prior training were reasonably current, the courses must have been taken no earlier than five (5) years immediately preceding the candidate's submission of an application to the program. **Note:** This five-year limitation may be modified or waived by the program coordinator if: It is determined that, although the applicant's training was received greater than five years prior to application, the software versions utilized during the training are still in widespread and common use, and are still supported by Microsoft. The applicant may request an assessment on this issue at the time the application and supporting documentation is submitted. The program coordinator may receive the request either verbally or in writing, and will make a determination based upon information and recommendations received from knowledgeable IT staff of the GBI, and from Microsoft Corporation and/or certified and active Microsoft instructors. A copy of the decision will be entered into the applicant's administrative file.

If determined appropriate and acceptable by the board, the program coordinator may administer a skills test to applicants whose training in the required software applications was on-the-job and informal, or was in training environments that did not issue training certificates nor otherwise officially document the training received. The test must cover all aspects as tested in formal application courses, and the test must be developed in partnership with a Microsoft Certified Instructor. A well-experienced and highly qualified proctor will be assigned to administer the tests. Applicants who successfully pass the tests will receive a waiver of the otherwise required software courses.

Use of the Microsoft software suite is critical in many real-world analytical processes and techniques, as well as in many of the training courses required by the program. For this reason, it is highly recommended that applicants make every effort to receive this training as early as possible in the program, and preferably as their first courses of training in the required curriculum.

**Special Note:** For analysts being allowed direct entry into the Practitioner level of certification (see "Other Considerations-Prior Training", below), the program coordinator

may also allow the MS Office courses to be taken as part of the practitioner level curriculum.

2. **Fundamentals of Criminal Intelligence Analysis: 40-80 hours**

   This course provides an introduction to the fundamental concepts relating to law enforcement Intelligence, and provides instruction on the basic techniques and tools utilized in intelligence analysis. This course would be considered the "boot camp" for new intelligence analysts. The instruction includes group and individual exercises used to aid in learning analytic techniques. Some of the topics covered in this course include:

   - The Intelligence Process
   - Identifying Sources of Information
   - Assessment and Development of Inferences
   - Link Analysis
   - Charting, Including Flow, Event, Timeline and Activity Charting
   - Analysis of Patterns, Relationships and Trends
   - Critical Thinking Strategies
   - Overview of Automated Analytical Tools
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3. **Fundamentals of Crime Analysis: 40 Hours**

   This course teaches, through direct instruction and classroom exercises, the process of analyzing available crime statistics and utilizing the results of these analyses in conducting main-stream law enforcement operations. This course should be considered critical in the curriculum because of its heavy concentration on forecasting crime and criminal events, and teaching the methodologies of tying suspects and crimes together. Some of the topics covered in this course include:

   - Preparing Statistical Crime Reports and Presentations
   - How to Identify Existing and Evolving Crime Patterns and Series
   - Forecasting Future Criminal Occurrences
   - Developing Target Profiles and Using Them to Track Criminals
   - Linking Known Offenders to Unsolved Crimes
   - Using a Criminal's M.O. to Detect Crime Patterns and Crime Series

4. **Fundamentals of Criminal Investigation: 40 Hours**

   Intelligence analysts provide critical support and assistance to criminal investigators, and are often direct participants in many varied aspects of conducting investigations. It is therefore very important that analysts have a clear understanding of the fundamentals of

investigation and the investigative process, so their partnerships with sworn investigators will be more meaningful and effective. Some of the topics in this course include:

- Overview of criminal investigative techniques
- Legal aspects of criminal investigation
- Processing and handling of physical evidence
- Crime lab capabilities and analyses
- Report Writing
- Interviews & Interrogations
- Crimes against persons, including children
- Property crimes
- Preparing for prosecution and the trial process

**5. Writing and Presenting Intelligence Products: 40 Hours**

This course will utilize classroom instruction and practical exercises to teach methodologies for conceptualizing, writing and presenting intelligence products. Collecting and analyzing Intelligence information is of no value unless the analytical findings can be properly summarized in written reports, as well as presented to end-users in oral briefings. Writing and presentation skills are critical in the overall skill set needed by effective intelligence analysts. Some of the topics covered in this course include:

- Principles of good writing, and identifying barriers to clear writing
- Defining and fully incorporating analytic ethics
- Clearly defining the analytic mission
- Conceptualizing and crafting the intelligence report, including multiple-source reports
- Developing core assertions and supporting your case
- Crafting executive summaries
- Developing and practicing oral presentation skills

**6. Finding and Collecting Intelligence Information from Open Sources and the Internet, including Social Networking Sites: 24-40 Hours**

This course concentrates on open source internet searches, and provides the tools necessary to locate and explore targeted sites quickly and efficiently, allowing the extraction of required information. The course also teaches fundamental skills in targeting internet sites, (including Social Networking Sites) and extracting information without leaving digital footprints. This is especially critical when targeting the websites of subversive or terrorist groups, as well as when extracting information on criminal suspects found in social networking sites. Some of the topics covered in this course include:

- Identifying internet search engines and discussing their limitations
- Strategies for finding people, and finding other targeted data, including searching specific domains, individual websites, preferred file types, and archived records
- How to search for and within social networks, such as Facebook.
- How to search for and within micro-blogs, such as Twitter
- Identifying digital footprints, and exploring techniques to view websites undetected
- Setting up syndicated (RSS) feeds for automating repetitive searches, monitoring blogs, following Twitter and tracking changes to websites. How using these methods saves critical research time in bringing targeted material to the analysts

**7. Fundamentals of Analysis and Investigation of Terrorism: 24-40 Hours**

The recognition and analysis of threats and acts of terrorism are critical aspects of law enforcement responsibility in modern times, and training in these elements is essential to the ongoing safety of our populace. This course concentrates on understanding terrorist ideologies and methodologies, and effective means of recognizing and mitigating the threats presented. Some of the course topics include:

- Terrorism Overview — Defining the current terrorist threat in the United States and the unique aspects of "terrorist" criminals as opposed to the offenders that law enforcement routinely encounters
- Paths to Violent Criminal Extremism—Explores the process of radicalization and how/why it takes place. Identifying possible sources of radicalization and behavioral characteristics that indicate its presence in individuals
- Domestic Terrorism—Explores the motivations of violent criminal extremists who are driven by events occurring in the United States. Includes criminal threats from militias, sovereign citizens, and white supremacists as well as single-issue terrorists
- International Terrorism—Explores the motivations and acts of violent extremists in a global environment, and the processes of radicalization in international terrorist organizations
- Special-Interest/Anarchist Groups—Explores the development of singular terrorist motivations such as animal rights and ecological terrorism, and movements such as the criminal anarchist movement
- Examining investigative methods and strategies for use in identifying and managing criminal extremist cases
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## Required Curriculum-Practitioner Level

The Practitioner Level Certification curriculum is designed for intelligence analysts having at least five (5) years' experience in the field, having certification in the Basic Level of the program, and who are preparing to assume greater leadership responsibilities in more complex cases. The training curriculum is designed to broaden significantly the knowledge and skills of the analysts assuming these responsibilities. The following course headings will apply in the Practitioner Level Certification:

1. **Management of Major Case Investigations: 40 Hours**

A major case is a real or suspected crime of such severity that it creates an intense public demand for identification, apprehension, and prosecution of the offender. Major cases also include those crimes which necessitate a substantial commitment of resources for a prolonged period of time or which require the application of complex investigative techniques. Major case management activates resources and management to ensure that assigned personnel record, organize, manage, analyze and follow up all investigative leads, and that all relevant information sources are applied to the investigation. Such cases often utilize and showcase the skills and abilities of professional intelligence analysts, and indicate the exceptional value brought by these professionals to the investigations. Some of the course topics include:

- Major case management goals and objectives
- Types and components of major cases
- Multiple incident or "crime pattern" investigations
- Extended resource/long term investigations
- Multi-jurisdictional major cases
- Undercover and sting operations
- Mass arrest projects
- Operational and support functions
- Communications plan and information management
- Lead management and follow-up
- Single agency and multi-agency task force operations
- Mutual aid agreements and memorandums of understanding
- Special problems and common errors
- State and federal resources

2. **Microsoft Access: Intermediate: 24-40 Hours**

This course is designed to significantly increase the analysts' current knowledge of Access in order to take advantage of the software's more complex features. The analysts will learn to understand relational databases and be able to work with related tables. They will learn how to generate much more complicated queries and create more advanced forms and reports. Some of the course topics include:

- Creating relational databases
- Working with related tables

- Defining data entry rules
- Using advanced query features
- Creating advanced queries
- Creating advanced form design
- Using advanced report features

**3. Microsoft PowerPoint for Public Safety: 24-40 Hours**

This course is designed to assist investigators and analysts in becoming more efficient and proficient with PowerPoint in matters directly related to law enforcement. The course should provide the skills needed to effectively present information in a variety of settings including: in-house/in-service training, investigative strategy and other operational meetings, public meetings, courtroom, and executive briefings. Some of the course topics include:

- Building on a foundation: Presentation skills, Practice and Preparation
- Building Presentations–Creating presentations quickly and efficiently
- Photographs–Inserting photographs from case files with hundreds of images
- Saving and Securing Presentations–For local use and distribution
- Custom Slide Designs–Utilizing agency logos and colors to created "branded" slides
- Video–Obtaining videos from multiple sources (web, cameras, etc.) and ensuring they will play in presentations
- Timelines–Managing cases visually with dynamic, non-linear timelines
- Splash Screens–Managing presentations, documents, and media
- Scene Overviews–Creating dynamic scenes for tactical operations, crime scenes, and event planning
- Custom Animation–Animating complex processes without additional software
- Audio and Transcripts–Combining audio (E911, interviews, intercepts) and transcripts
- Hands On Activities–developing investigative materials in a structured hands-on environment
- Custom Development–working with an instructor on actual case materials in support of a case

**4. Advanced Analytic Techniques using MS Excel: 24-40 Hours**

This is a hands-on computer lab course that teaches advanced analytic skills using Microsoft Excel. These advanced skills will be applied specifically in criminal investigations as well as in other criminal justice applications. The efficient management and analysis of mass quantities of data (such as the analysis of thousands of telephone tolls, or hundreds of pages of financial records) are critical to effective investigations. It is the responsibility of the intelligence analyst to perform these analyses using tools and skills which will allow such efficiencies. Excel has the capability of allowing thorough and

useful analyses of mass data to be conducted very quickly. The course will use classroom exercises to demonstrate the analytic capabilities of the software in a law enforcement specific environment, using law enforcement data. Some of the general topics covered in this course include:

- Building and Utilizing Excel Formulas and Functions
- Data Entry Shortcuts
- Charting and Sorting
- Use of Auto-filters
- Use of Pivot Tables, Specifically for Telephone Toll Analyses
- Importing Text Files
- Creating Multi-Target Pen Register Analyses
- Use of Excel Macros in Automating Tasks

**5. Analysis of Financial Crimes: 32-40 Hours**

This course teaches the structured use of available financial data in conducting analyses and investigations where property crimes, including financial fraud, are targeted. Financial crimes are often very difficult to investigate because required records are difficult to find, difficult to understand, and therefore difficult to analyze. This course is designed to teach the skills required to overcome these difficulties, and to provide critical and timely analyses to investigators assigned to these cases. Some of the topics covered in this course include:

- Overview of the types and origins of financial records, and methods of collecting those records
- Techniques of financial profiling, including net-worth analysis and source and application of funds analysis
- Identifying money laundering and estimating concealed income
- Analysis of financial records to identify the flow of money and to identify indicators of financial manipulation
- Analysis of financial statements to identify ratios that indicate financial manipulation
- Analysis of money manipulation, to include manipulation using off-shore and overseas financial transactions
-

**6. Courtroom Demeanor and Testimony: 24-40 hours**

As intelligence analysts directly participate more and more in the operational aspects of criminal investigations, they will become more and more subject to be called as witnesses in the prosecution of criminal suspects. And, as data analysis (such as telephone toll or association analysis) becomes more often the centerpiece of prosecution evidence, analysts

conducting these analyses will more often be required to qualify and testify as expert witnesses. This course provides an overview of criminal court procedures, and teaches the fundamental skills necessary to deliver effective courtroom testimony. Practical exercises will be utilized to assist in teaching these skills. Some of the topics in this course include:

- Courtroom Settings
- Fundamentals of testifying
- Identifying skills associated with the art of testifying
- Trial Preparation
- Effective Communication
- Courtroom Dynamics
- Admissibility of Testimony and Statements

**7. Alternative Analytic Techniques: 24-40 Hours**

This is a practical course designed to help overcome the most common cause of flawed, incomplete analysis, which is the failure to fully consider alternatives. Analysts sometimes favor the first plausible analytic conclusion entertained in solving a problem, and resist further attempts to structure a problem or decision. This type of bias can result in reaching a conclusion prior to gaining a full understanding of the problem, and can be akin to building a structure without a blueprint.

The course introduces several proven alternative analytic structuring techniques, and devotes significant time to practicing the techniques so that analysts get a feel for how the techniques work and learn first-hand the effectiveness of the techniques in overcoming mental obstacles. Diligent application of these techniques improves the decision-making and problem-solving skills of individuals as well as analytical teams. Some of the techniques taught are:

- Problem Restatement: Problem Restatement is a technique for reframing a problem a number of ways before selecting the problem statement that best captures the essence of the problem.
- Devil's Advocacy: Devil's Advocacy is a technique that seeks to prove a contrary or alternative viewpoint to the primary view, using the same or other evidence.
- Pros-Cons-and-Fixes: Pros-Cons-and-Fixes is a structured approach to analyzing any idea, proposal, or option by addressing Pros first, then Cons, then seeking to "fix" the Cons, either converting them to Pros or neutralizing them.
- Scenario Tree: A Scenario Tree is a diagram of decisions and events that make up alternative scenarios for problem solution. The diagram is often called a Decision/Event Tree.

**Credit for Prior Training**

Certification credit for training received prior to the introduction of this program will be granted under the following conditions:

**A.** The training received was in courses corresponding to the program's required course headings in either the Basic or Practitioner certification levels.

**B.** Training will be credited for courses completed in the ten-year period prior to the date of introduction of the certification program. This extended credit period will be accepted for two (2) years from the date of program introduction. Following that two-year period, courses will be credited only if received within the five (5) years prior to application to the program. This policy is in place to ensure that training towards certification is in courses that are reasonably current with regard to analytic methodologies and general course material. This is one reason the certification process, from application to completion, should be accomplished within a five-year period.

Prior training must be validated with completion certificates or other acceptable documentation. In lieu of training certificate copies received as proof of training, applicants may submit copies of departmental training records reflecting successful completion of the required courses. These copies will be accepted only in circumstances where training certificates were not awarded or otherwise cannot be produced, and written explanation must be provided with the application in submission of such records. Applicants may also submit technical school or college transcripts if the courses were taken in either of those environments.

**C.** Documentation of prior training with regard to both levels of certification is to be sent to the program coordinator with the completed program application. The coordinator will evaluate the documentation and determine whether credit will be awarded for each course requested. During orientation, the coordinator will meet with each applicant and provide the results of the prior-course evaluations made. For any courses rejected for certification, the coordinator will provide the reasons for the rejection.

**D.** All documents received as a request for prior training credit will be placed in the applicant's certification file.

**E. Special Notes:**

**All courses sponsored by the Georgia Terrorism Intelligence Project (GTIP) and falling under the applicable course headings will be accepted for certification credit.**

**See subsection "E" of "Other Considerations-Prior Training", below, for an additional exemption to the general requirements for "Credit for Prior Training".**

### Other Considerations-Prior Training

The following additional prior training considerations may be granted by the program coordinator upon review of an analyst's application.

**A.** During the first two years of the certification program, analyst applicants who have successfully completed the required pre-requisite training requirement and who have successfully completed five or all of the six required specific course headings for the basic certification level may, at the discretion of the program coordinator, be entered directly into the Practitioner level of certification. The applicant must have the requisite five years' prior experience to be given consideration in this option. The applicant, if having five of the six required classes, must take the required sixth class as an addition to the curriculum of the practitioner level. Additionally, If the applicant has not previously completed or otherwise received credit for the required basic Microsoft software training, these courses must also be added to the Practitioner curriculum. This allowance will be restricted to applications received during the first two (2) years of the program.

**B.** Applicants who have already successfully completed the Advanced Analytic Techniques using MS Excel course may be exempted from the basic Excel course required as a prerequisite.

**C.** Applicants who have already successfully completed the MS PowerPoint for Public Safety course may be exempted from the basic PowerPoint course required as a prerequisite.

**D.** Applicants who have already successfully completed the Intermediate MS Access course may be exempted from the basic Access course required as a prerequisite.

**E.** Applicants with prior training that does not fall within the ten-year or 5 year periods described in "**Credit for Prior Training**", above, may receive credit for such training if they can demonstrate employment as an Intelligence Analyst, Crime/Intelligence Analyst or as an Investigator performing analytical duties on a continuing basis since the date(s) of their training, with no more than a 1-year break in such service. Applicants may utilize copies of employment records, a certifying letter from their department heads, or other official records that will certify their eligibility for this exemption.

# V. Testing and Evaluation, and Certification

### Testing and Evaluation

The Basic and Practitioner certification levels will each require testing and evaluation in order for certification to be granted. The testing and evaluation for the two levels will be separate and distinct. Upon successful completion of all curriculum requirements and having the requisite work experience (for the practitioner level only), applicants will be administered a test to confirm their knowledge and skills derived from the certification

courses and the experience gained while completing the courses. The test will be comprised of a practical skills examination as well as conventional written testing on critical elements of particular courses. Evaluation of test results will be on a pass/fail grading system.

The testing will be held on dates and at locations determined by the board, and will be held at least twice annually. The testing dates and locations will be announced on the GBI website, and in addition, the program coordinator will notify each eligible applicant individually of the logistical plans for upcoming testing.

Administration of the testing and evaluation of individual results will be by four members of the board, chaired by the SAC of GISAC. The SAC will select the other three members of the board who will serve in this capacity, and the testing and evaluation board will serve for a period of one year. Serving members will be eligible for reappointment by the SAC for a subsequent year of service. The testing and evaluation board will design the tests to be used for certification.

The following policies will apply to the testing and evaluation process:

1. Notifications of testing dates and locations will be announced on the GBI website six months prior to the testing dates. Notifications of any subsequent changes in those dates and locations will be sent to eligible certification candidates by the program coordinator via email, and the changes will also be posted on the GBI website.
2. Notification of specific testing requirements will be announced on the GBI website at least 90 days and no more than 120 days prior to the date(s) of testing.
3. The certification test will combine practical analytical skills testing and written testing. Written testing will be utilized for curriculum courses that do not lend themselves to practical skills testing, as well as courses that do lend themselves to practical testing, but are judged so critical to the analytic process that both practical and written testing are required. In both cases, the testing notification will identify these courses, and will further identify the specific elements of the courses that will be the subject of examination. The written testing in these courses will be by essay, multiple choice, and/or short answer questions.
4. The practical skills testing will be in the format of an **analytical case presentation,** and will be based on an actual investigative case selected by the applicant and pre-approved by the program coordinator following the release of the testing requirements. In approving the case, the program coordinator must ensure the case has sufficient data to satisfy all testing requirements. If based on an active case, the applicant must provide the program coordinator with a letter of approval from the applicant's agency head, prior to the program coordinator approving the case for use in the testing process.
   The testing requirements notification will include the required format for the case presentation, and the specific methodologies or elements from each particular curriculum course that must be demonstrated. The requirements may partially include, for example, the provision of a fully detailed written

intelligence report, the use of PowerPoint in demonstrating a timeline, an association chart, and an activity chart, the use of an excel spreadsheet to manage telephone toll records or other mass data, and the development of investigative suggestions based upon analytical findings. The testing will, in all cases, call for demonstration of oral presentation skills. The board, in formulating the examination, will attempt to utilize concepts and methodologies from all curriculum courses that lend themselves to such practical examination. Once the applicant's case is pre-approved, the applicant will have the time remaining between the approval date and the date of testing to prepare the case presentation.

5. In the event an applicant does not have access to a closed or open case that has the requisite data and will meet the criteria required for testing, the applicant will seek assistance from the program coordinator. The coordinator will take the measures necessary to assist the applicant by providing or facilitating the receipt of case materials that will meet all required criteria. Such materials will be provided in a timely manner, one that will allow the applicant sufficient time to prepare the analytical materials for the demonstration test.
6. The practical skills testing may also require demonstration of certain analytical skills on the actual date of testing, utilizing data and materials provided on that date by the evaluation board. Such testing will be described in the notification of specific testing requirements that will be announced on the GBI website at least 90 days and no more than 120 days prior to the date(s) of testing.
7. Applicants will be allowed one-half hour each for case presentations, one hour for the written examination, and one hour for additional practical skills preparation and demonstration. The evaluation board will schedule the testing process in a manner that will most efficiently facilitate administration of the required testing elements.
8. All certification applicants will be required to bring a notebook computer to the testing process. The computer must have the Microsoft Office Software Suite, with Word, Access, Excel and PowerPoint.
9. Within ten business days following completion of testing, the testing board will meet and complete the evaluations of all applicants tested, and will arrive at a pass/fail decision for each. Decisions must be based on agreement by at least three of the four members of the board. The decisions will be documented on an evaluation form for each candidate, which will be signed by each of the board members. In the event the applicant fails to pass the evaluation, the specific reasons for the failure will be documented on the form by the SAC of GISAC.
10. Following the evaluations, the SAC of GISAC will send a memorandum to the full program board, listing the applicants who successfully passed the evaluation, and recommending their certification. The board will meet or communicate as necessary to review and accept the recommendations, and upon acceptance, the Director of the GBI will send a letter to each candidate and his/her agency head notifying them of the candidate's successful certification in the program, to be effective with the date of the letter. Every effort will be made to complete this process within 30 days following the testing and evaluations.

11. The SAC will send a memorandum to the program board listing the applicants, if any, who failed to pass the evaluation, and providing the specific reasons for each failure. The memorandum will recommend against certification of those candidates. The board will meet or communicate as necessary to review the recommendations against certification, and upon board acceptance, the Director of the GBI will notify the SAC of the board's acceptance of the recommendations. Notifications of the decisions and specific reasons for the decisions will be sent via letter by the GBI Director to the affected candidates. The letters will also advise that the candidates may apply to be tested again during the next scheduled testing period.
12. Candidates who fail to pass the evaluation may apply to be tested again during the next scheduled testing period. This application will be made by sending a written letter of request to the program coordinator at least 90 days prior to the next scheduled testing period. Barring exceptional circumstances, the application will be approved in writing by the program coordinator, and the candidate will be placed on the next testing schedule.
13. Candidates who fail to pass an evaluation may appeal the evaluation decision. The appeal must be written by the candidate in memorandum form, through and initialed by his/her agency head, to the Director of the GBI. The appeal must provide specific and detailed reasons for believing the evaluation results were erroneous. Upon receipt, the GBI Director will confer with the testing board members and program coordinator to discuss the issues raised in the appeal, and the Director will then make a written recommendation on the appeal to the full program board. The board will confer as necessary, and as a whole will make a final determination on the appeal. The final decision will be documented in a letter from the GBI Director to the candidate, with a copy going to the candidate's agency head. Every effort will be made to reach a final decision on the appeal within 30 days of receipt of the written appeal.

**Certification**

Candidates who successfully pass their evaluations will be presented with a formal certificate documenting their achievement. The certificate will be presented to the analysts by the Director of the GBI in a ceremony that will be scheduled by the program coordinator. The newly certified analysts and their agency heads will be notified of the ceremony by letter, and the letter will also serve as an invitation for the analysts' command staff and immediate family members to attend the presentation ceremony. Analysts who are unable to attend the scheduled ceremony may contact the program coordinator and have their certificates sent to them by mail.

# IV. Annual Required In-Service Training

Analysts certified in the program will be required to attend at least twenty (20) hours of annual in-service training in order to maintain their certification. It is critical to their departments and to their careers that certified analysts remain current with regard to new information, concepts and methodologies within the intelligence community. Continuing education gained through training on an annual basis will help ensure the analysts will remain current in their field. The program's in-service training requirement will be in effect beginning in January of the next calendar year following the year certification was achieved. Training must be received in instructor-led courses, and the trainers must meet the same qualifications as described in Section IV, above, under **General Policies**. The training should be in courses that will add to the analytic and investigative knowledge of the analysts, and/or in courses that will otherwise enhance their analytic skills. The program coordinator will list certain recommended in-service training courses on the GBI website, but analysts are not restricted to attending the recommended courses.

Each certified analyst, upon planning to attend training for in-service credit, must notify the program coordinator by email of the course they wish to attend, and will identify the dates, location and trainer for the course. The program coordinator will ensure the planned training meets the training criteria described in paragraph one, above, and will send a reply of approval to the analyst. Within thirty (30) days following completion of the course, the analyst must send a record of course completion to the program coordinator for inclusion in the analyst's certification file. This may be a course certificate, a copy of the appropriate entry into the analyst's training file, or, if necessary, a memorandum from the analyst's immediate supervisor confirming the analyst's completion of the training. The program coordinator will add the documentation received to the file, and will indicate in the file the analyst's compliance with that year's in-service training mandate.

## Statement of Periodic Review and Planned Changes in the Certification Program

The Georgia Law Enforcement Criminal Intelligence Analyst Certification Program, as described herein, should be considered a living document subject to regular review and periodic change. It is a critical responsibility of the board that the program is periodically and thoroughly reviewed, and that changes are made in any and all aspects required to ensure the program remains current in the professional field of law enforcement intelligence analysis, incorporating the most up-to-date best practices. The board will determine the specific steps it deems necessary and appropriate to achieve this goal, and will implement those steps as a matter of policy.