



STRATEGIC/ADVANCED INTELLIGENCE ANALYSIS COURSE

Almen, The Netherlands – 21st September to 2nd October 2009

BACKGROUND ABOUT THE COURSE

The course will again be hosted by the European Intelligence Centre Limited, associated with the College of Intelligence Studies. This course is the standard SIA program traditionally offered by company's Intelligence Study Centre network for the Dutch intelligence community including the Police Academy of the Netherlands. It is also accredited by the International Association of Law Enforcement Intelligence Analysts (IALEIA) and by Stellenbosch University, South Africa, and taught internationally on most continents.

The Strategic Intelligence Analysis (SIA) program covers three major topic areas:

- the strategic intelligence and analysis processes, including the comprehensive range of modifications to traditional intelligence techniques required to allow for broad impact analysis of issues of organisational and corporate interest;
- the development of analytical approaches to allow for both qualitative and quantitative analysis of complex issues; and
- the planning and self-management of the strategic analysis and research activity.

SIA training provides the participants with considerable practical experience in working through exercises to reinforce the theory and principles taught. The course is directly aimed at providing participants with *knowledge* of the skills and techniques involved in strategic intelligence. In addition, the training provides the participants with the *confidence and capacity* to apply these techniques in the workplace. To achieve this goal, the course is conducted as intensive, full time training, and is scheduled over a ten-day period.

The program is primarily based on the award-winning book by Don McDowell, who will be conducting the course.

STRATEGIC INTELLIGENCE:

A Handbook for Practitioners, Managers and Users – Revised Edition

Don McDowell (Scarecrow Press Inc., 2009, ISBN 0-8108-6184-4)

The *course fee* may be paid upon enrolment and registration or, only by prior agreement, upon commencement of the course. In addition, participants are responsible for paying for their own *travel* and their *accommodation* during their stay at Ehzerwold; the company will make bookings for the students on their advice. Further administrative details are shown on page 4 of this brochure. Secure your place on this course early!

Write to us at eic@intstudycen.com for further background information and to receive the **course enrolment** form.

COURSE SESSIONS

1. **The Nature of Intelligence : Established Intelligence Practice**

A wide-ranging general description of historical and current models of intelligence practice covering the various features of intelligence development and application. Includes discussion of the impact of intelligence in its various forms, with special emphasis on drawing distinctions between tactical and strategic intelligence.

2. **Establishing & Reaffirming Conceptual Models**

An initial and preliminary effort to examine and expand the intelligence topic into an appropriately broader conceptual setting, to identify the key features of the issue. Extending awareness of the issue beyond traditional enforcement and operational boundaries. The session explores the various techniques available to achieve this outcome as a precursor to brainstorming and discussion to scope the research proposal.

3. **Defining and Re-stating the Problem**

Examining all dimensions of the intelligence problem to determine ways of dealing with the issues from different angles; separation of an apparently single problem into its component parts - and making detailed re-statements of the components - to more effectively drive the intelligence process; the production of a comprehensive project Terms of Reference (TOR).

4. **The Role and Development of Working Hypotheses**

Wherever the breadth or nature of the strategic topic makes definition of a collection plan conceptually difficult, this technique allows the analyst to develop sets of "starting indicators" to commence collection activity. The analyst takes the knowledge already gained through setting the up a conceptual model and develops some structured "working hypotheses" about possible answers to the task. The session covers techniques for developing these assumptions; their testing and further extension into *strategic intelligence indicators* for use in collection and later in development of Indicators&Warnings activity.

5. **Developing Strategic Indicators**

A detailed treatment of the nature of strategic intelligence indicators, techniques for their development, and the relationship between indicators and collection plans. Familiarisation with the eventual development (after the assessment has been completed) of continuing Indicators & Warnings protocols to enable the situation to be constantly monitored for change.

6. **Focused Collection Planning for Strategic Assessments**

Techniques for the development of a planned approach to collection of information and intelligence; includes the application of working hypotheses as the basis for focusing collection activities. This session emphasises the breadth of data gathering, including the use of Open Source Information (OSI) as well as the gathering of all-source information, so essential for most strategic intelligence projects and their research underpinning.

7. **Collation Principles and Data Handling Systems**

Reviews the techniques for assembling, sorting and integrating data into appropriate category sets to suit the strategic assessment topic. Includes coverage of typically available computerised methods for recording, storing, cross-referencing and retrieving material including data warehousing and data mining. Takes the standardised intelligence methodologies and emphasises special and additional challenges for strategic usage; examines software options appropriate to this function.

8. **Evaluation Principles**

This session emphasises the special and additional challenges posed by strategic intelligence applications of evaluation processes. Examination of typical evaluation standards and protocols that suit differing types of data and sources. Covers the need for consistent application of evaluation methodologies and reinforces need for interaction between evaluation, collection planning, subsequent analysis and the overall intelligence objectives.

9. Selecting & Applying Analytical Techniques, Approaches & Methodologies

Examination of the varying methodologies applicable to analysis of both quantifiable and qualitative data, with an emphasis on conceptual interpretation rather than a traditional and overwhelming reliance upon hard data and "evidence". A key issue is to probe the gap between strategic perspectives (of managers and the organisational hierarchy) and the emerging tactical realities that may conflict with the familiar strategic perspectives. The session involves in-class practical exercises and examples of differing applications, and discusses the following:

- how to select which research techniques and approaches are relevant to a particular topic
- use of statistical modelling techniques and the determination of pattern variables to establish trends
- deductive vs. inductive techniques for conceptual interpretation
- consensual and coordinated techniques for developing judgments
- decision-tree analysis and the evaluation of potential outcomes
- analysing competing hypotheses using Heuer© techniques and others
- use of argument models to clarify, compare and validate hypothetical scenarios
- the role of probability in reaching analysis and judgment

10. Reporting Strategic Intelligence Findings

Discussion of the principles, standards and criteria involved in both oral and written reports intended to convey – to both clients and consumers – the results, conclusions, forecasts and recommendations arising from strategic intelligence projects. Examines various examples of typical strategic reporting and adaptations of language, format and style to suit differing needs. Requires participants to be able to plan their report writing and also to be able to demonstrate a grasp of the principles through critical appraisal of sample reports. Final assignment also required participants to deliver oral briefing as well as present their written report on the research project.

11. Self-management and Supervision of Strategic Intelligence

Examines the issues involved in applying management and self-management principles to the specific needs of intelligence and strategic analysis activity. Discussion of aspects such as project planning – identifying equipment and training needs for specific projects; preparing resource and cost budgets for projects; mentoring; establishing quality control expectations; performance measurement; managing links with clients/users/contributors.

12. Applications of Strategic Analysis in National, Regional & International Situations

Case studies of the challenges encountered using strategic analysis to assist decision-making at all levels and in various types of crime/security environments. This session draws out the importance of applying consistently the core principles and techniques taught on the course, yet doing so in a manner that is reactive to specific circumstances of organisational responsibility to government, interaction with potentially multiple stakeholder agencies, and the overall requirement to focus on operational as well as strategic outcomes.

13. Exercises & Assignments

Several assignments are given throughout the program on a wide range of topics in enforcement, counter-terrorism, border control and national security.

- Other themes can be developed and added on request (e.g. financial and environmental crime).
- Students will need to bring laptop computers to the course in order to complete exercises. The computers must be loaded with MS Office (preferably Professional version) and have CD trays and USB ports enabled to allow data transfer from the instructor. Internet access should also be enabled.
- A printer will be available, together with the reference book (above) and a CD containing all slideshow presentations used during the instruction.

LOCATION

- Venue is the Best Western Hotel at Landgoed Ehzerwold, near Almen, the Netherlands, and is east of Amsterdam some 150 km (100 miles) by road. This is a 3-Star property set in beautiful grounds in countryside approximately 6 km from the township of Almen and Zutphen.

ACCOMMODATION & CHARGE

- The course is residential and participants stay at the Ehzerwold facility. All rooms are of standard 3* hotel quality and room charges include full board (all meals and coffee/tea breaks).
- Room-and-board charges are approximately €110 per full day (i.e. room and three meals) and students are responsible for settling their own accounts at the end of each week.

DIRECTIONS

By AIR & TRAIN:

- plan to arrive in The Netherlands at Amsterdam's airport at Schiphol;
- trains run regularly from the Schiphol Airport railway station east to Zutphen Station, the one located nearest to the Almen/Ehzerwold area;
- several routing options may be available on the day of arrival and all will involve at least one train change en route;
- the train ticketing booths at Schiphol are extremely helpful in providing advice on the best route to follow at your time of arrival and tickets can be purchased in cash (Euros) or by credit card; and
- transport from Zutphen station to Ehzerwold is by local taxi.

By CAR:

- from Schiphol Airport exit towards Amsterdam and immediately follow the turn off east (right) on route A9
- follow the A9 until it merges with the A1 main route east to Germany;
- road signs will eventually indicate Deventer exit roads and then, immediately after crossing the River IJssel, take exit 23 off-ramp signed towards Zutphen.
- further details instructions including a map will be sent to registered participants on request.
- the journey from Schiphol Airport will typically take 1 hour 45 minutes to 2 hours depending upon traffic
- on-site parking at the hotel at Ehzerwold is plentiful.

REGISTRATION AND COURSE FEE

The course fee remains at its highly reduced level set last year in order to help meet continuing budget pressures on agencies, and is currently fixed at €1,500 (Euros). Agencies sending two or more students will gain a 10% discount on fees.

The fees must be paid prior to commencement of the course. A registration/enrolment form is available on request to eic@intstudycent.com

INSTRUCTOR

The instructor for this course is Don McDowell (see the following page).

AWARD

Successful completion of the course results in the Certificate in Strategic/Advanced Intelligence Analysis award issued by the College of Intelligence Studies. For details on this, see the website at www.intelligencecollege.com and note that the course also equates to two full unit credits against the Graduate Certificate and/or the Graduate Diploma.

BIOGRAPHY

Don McDowell, C.C.A., M.A.I.P.I.O.

Don is the founder and CEO of Istana Enterprises Pty Ltd and its specialist Intelligence Study Centre companies located in the UK, Europe, North America and Australia. He is also the Principal of the **College of Intelligence Studies**.

Don's professional career in intelligence for the armed forces, government and industry spans more than four decades. Since the late 1980s he has specialised in refining concepts of strategic analysis to develop a doctrine that uniquely applies them in areas of law enforcement, compliance monitoring and regulation, risk and threat assessment.

He is widely published on the subject of strategic intelligence, is the author of the authoritative, award-winning textbook on this topic as well as a book on strategic analysis of wildlife crime phenomenon and its relation to government policy and legislation.

Don has academic qualifications in intelligence analysis, in management and in education, and personally designs and conducts a wide range of intelligence training courses in many countries. He has written and currently co-ordinates distance-learning post-graduate programs in intelligence subjects offered through the College of Intelligence Studies, an international professional College.

Don is Vice Chairman of the International Association for Intelligence Education (IAFIE), a lifetime member of the Society of Certified Criminal Analysts (SCCA), a member of the International Association of Law Enforcement Intelligence Analysts (IALEIA) and was co-founder and Charter President of the Australian Institute of Professional Intelligence Officers (AIPIO).

