
Overview

This unit is about commissioning intelligence products. You will need to be able to initiate the development, support the individuals developing the intelligence and review and approve intelligence products.

There are four elements

- 1 Initiate the development of an intelligence product
- 2 Identify and brief individuals on intelligence requirements and methods
- 3 Support individuals to develop intelligence products
- 4 Review and approve intelligence products

Target Group

This unit is aimed at people who commission intelligence products.

Performance criteria

Initiate the development of an intelligence product

You must be able to:

- P1 evaluate information indicating the need for an intelligence product or requests for intelligence products to ensure they meet your organisation's criteria
- P2 identify how the intelligence product would fit into your organisation's strategic objectives and priorities
- P3 if the information indicating the need for an intelligence product does not meet your organisation's criteria or fit in with its priorities and work programmes, identify the appropriate agency to handle the information and brief them
- P4 if a request for an intelligence product is received that does not meet your organisation's criteria or fit in with its priorities and work programmes, explain the situation to the requestor and refer them to the appropriate agency
- P5 liaise with any partner agencies which may have an interest in developing similar intelligence products and agree respective roles
- P6 oversee the development of **terms of reference** for the intelligence product
- P7 consider the potential use of **the intelligence product** and the implications for the security of **methods and sources** selected to obtain **material**
- P8 obtain any required authorisations for developing the intelligence product
- P9 fully document all options, decisions, actions and underlying rationale in accordance with current policy and legislation

Identify and brief individuals on intelligence requirements and methods

You must be able to:

- P10 identify the most appropriate individual(s) who are available to develop the intelligence product
- P11 delegate responsibility for developing the intelligence product to the individual(s), ensuring that they are clear about the requirements and their level of autonomy of decision-making
- P12 discuss and agree with individuals the **methods and sources** they plan to use, the resources and support they need, taking into account the potential **use of the intelligence product**
- P13 carry out a risk assessment and adopt measures to maintain the security of covert methods and sources, where these are used
- P14 discuss and agree with individuals how they will maintain an audit trail of the **material** obtained
- P15 identify **factors** that might hinder the development of the intelligence product and agree ways to avoid or mitigate these problems
- P16 agree with the individuals involved how and when they should report to

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you on progress and typical situations in which they may need to come to you for help and advice

Support individuals to develop intelligence products

- You must be able to:*
- P17 monitor progress on developing the intelligence products in line with the agreed reporting schedule
 - P18 conduct ongoing risk assessments to ensure security of covert methods and sources, where these are used
 - P19 ensure that individuals are maintaining the agreed audit trail of the **material** obtained
 - P20 provide any support agreed and make yourself available to provide help and advice, if required
 - P21 protect officers from **factors** that might hinder the development of the intelligence product
 - P22 remain alert to indicators that may suggest there are problems with progress and intervene promptly and appropriately, if required

Review and approve intelligence products

- You must be able to:*
- P23 review the quality of intelligence products against the **terms of reference** and organisation's strategic objectives and priorities
 - P24 review intelligence products against any other similar intelligence products and identify any inconsistencies
 - P25 apply critical thinking techniques to verify the robustness of intelligence products and challenge their findings and assumptions
 - P26 provide clear and accurate feedback to the individuals involved on the quality of intelligence products, with a view to increasing their motivation and improving their future performance
 - P27 identify any gaps or deficiencies in the intelligence product and agree how these will be addressed, when and by whom
 - P28 approve intelligence products that meet the **terms of reference** and organisation's strategic objectives and priorities

Knowledge and understanding

You need to know and understand:

Initiate the development of an intelligence product

- K1 your organisation's criteria for intelligence products
- K2 your organisation's strategic objectives and priorities for intelligence products
- K3 how to evaluate an intelligence product to ensure it is fit for purpose
- K4 other agencies more appropriate to handle the information and how to brief them or refer requestors to them
- K5 how to work effectively with partner agencies which may be developing, or have an interest in, similar intelligence products
- K6 the purpose of the intelligence product
- K7 why it is important to oversee the development of terms of reference for the intelligence product
- K8 potential uses of the intelligence product
- K9 types of methods and sources to obtain material
- K10 why it is important to obtain required authorisations for developing the intelligence product, and how to do so

Identify and brief individuals on intelligence requirements and methods

You need to know and understand:

- K11 the people available to develop the intelligence product
- K12 how to identify the most appropriate individual(s) to develop the intelligence product
- K13 how to delegate responsibility for developing the intelligence product to the individual(s)
- K14 why it is important to be clear about the requirements of individual(s) and their level of autonomy of decision-making
- K15 the methods and sources individuals are planning to use to develop the intelligence product, and why it is important to discuss and agree these
- K16 the resources and support individuals need to develop the intelligence product, and why it is important to discuss and agree these
- K17 risk assessments and how to carry them out
- K18 how to maintain the security of covert methods, sources and sensitive or classified material
- K19 how to maintain audit trails of materials obtained
- K20 factors that might hinder the development of the intelligence product and how to avoid or mitigate these problems
- K21 why it is important for individuals to report to you on progress
- K22 why it is important to make yourself available should individuals require your help and advice

Support individuals to develop intelligence products

You need to know and understand:

- K23 monitoring techniques and how to monitor progress
- K24 risk assessments and how to carry them out on an ongoing basis
- K25 how to maintain the security of covert methods and sources
- K26 how to maintain audit trails of materials obtained
- K27 why it is important to ensure individuals are maintaining the agreed audit trail of the material obtained
- K28 how to support individuals
- K29 factors that might hinder the development of the intelligence product
- K30 why it is important to protect officers from factors that might hinder the development of the intelligence product, and how to do so
- K31 how to identify problems with progress and what interventions may be needed

Review and approve intelligence products

You need to know and understand:

- K32 your organisation's strategic objectives and priorities for the terms of reference
- K33 types of evaluation methods to review the quality of intelligence products
- K34 types of critical thinking techniques to verify the robustness of intelligence products and how to apply them
- K35 why it is important to challenge the findings and assumptions following the application of critical thinking techniques
- K36 why it is important to provide clear and accurate feedback to the individuals involved on the quality of intelligence products
- K37 who should be consulted
- K38 the gaps or deficiencies in the intelligence product and what action should be taken
- K39 the procedures for approving intelligence products that meet the terms of reference

Additional Information

Initiate the development of an intelligence product

Scope/range

1. **terms of reference**
 - 1.1 fit with strategic objectives and priorities
 - 1.2 objectives and outcomes
 - 1.3 scope
 - 1.4 timing
 - 1.5 resources
 - 1.6 responsibilities
 - 1.7 constraints
2. **use of the intelligence product**
 - 2.1 for intelligence purposes
 - 2.2 for use in a criminal prosecution
3. **methods and sources**
 - 3.1 overt
 - 3.2 covert
4. **material**
 - 4.1 information
 - 4.2 intelligence
 - 4.3 evidence
 - 4.4 unused material
 - 4.5 non-relevant material

Identify and brief individuals on intelligence requirements and methods

5. **methods and sources**
 - 5.1 overt
 - 5.2 covert
6. **use of the intelligence product**
 - 6.1 for intelligence purposes
 - 6.2 for use in a criminal prosecution
7. **material**
 - 7.1 information
 - 7.2 intelligence
 - 7.3 evidence
 - 7.4 unused material
 - 7.5 non-relevant material

8. **factors**

- 8.1 internal
- 8.2 external

Support individuals to develop intelligence products

9. **material**

- 9.1 information/intelligence
- 9.2 evidence

10. **factors**

- 10.1 internal
- 10.2 external

Review and approve intelligence products

11. **terms of reference**

- 11.1 fit with strategic objectives and priorities
- 11.2 objectives and outcomes
- 11.3 scope
- 11.4 timing
- 11.5 resources
- 11.6 responsibilities
- 11.7 constraints

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Developed by Skills for Justice

Version number 1

Date approved November 2008

Indicative review date November 2011

Validity Current

Status Original

Originating organisation Skills for Justice

Original URN SfJ CM201

Relevant occupations Law and legal services; Protective Service Occupations

Suite Policing and Law Enforcement

Key words SOCA, police, commission, intelligence products