

Training Plan for Regional Crime Analysis Effort

A successful regional crime analysis program requires the institutionalization of a systematic and ongoing training program for analysts, command staff members, and line officers. A regional training approach provides a range of benefits for individual agencies and the regional crime analysis effort.

First, regional training is *cost-effective*. Training many agencies within a region at the same time allows for economies of scale. Regionally funded training is less expensive for a group of member agencies than it would be for any one member in terms of initial cost. That is, a trainer can be brought to the region to hold a session for individuals from many agencies versus sending individuals to other parts of the country. The cost savings in time and travel are significant in a regional training. Also, training may be tailored specifically for regional priorities and crime analysis capabilities. Second, regional training enhances the *sharing of information and best practices* among agencies. Regular regional meetings and training are necessary to keep member agencies connected to regional issues and goals. Regionally trained agencies develop a common focus and consistency of analysis including the standardization of analytical products throughout the region.

In a regional crime analysis training program, curriculum is delivered for each type of crime analysis: criminal intelligence, tactical, strategic, and administrative crime analysis. Training across crime analysis types allows agencies to determine the proper balance of short-term/long-term and substantive/administrative analysis that works for them while also obtaining the skills and rhetoric of the regional analysis community.

Regional Coordination of Training

First, the region should designate training coordinators or a training committee. Many regions have crime and intelligence analysis professional associations that already facilitate training for analysts. Some state police officer training academies are beginning to offer courses in crime and intelligence analysis for sworn personnel. Various government and private organizations provide training in crime and intelligence analysis. Regional coordination of training eliminates redundancy within the region, uses economies of scale, and brings training to the region, which saves on travel costs.

Resources:

International Association of Crime Analysts

<http://www.iaca.net/>

International Association of Directors of Law Enforcement Standards and Training

<https://www.iadlest.org/>

International Association of Law Enforcement Intelligence Analysts

<http://www.ialeia.org/>

Stratify Training by Audience

Regional training coordinators must address three separate audiences when implementing a training plan: command staff, line officers, and analysts.

Command Staff—Effective analytical policing efforts both within a policing organization and regionally require support from command staff and active leadership. The support of command staff members is essential to facilitate information sharing between organizational units within a policing organization. Similarly, leadership is necessary to ensure information sharing between agencies. It is difficult for suburban agencies to form an effective regional crime analysis partnership if the big-city department does not participate. Inversely, big cities cannot go it alone and require the participation of neighboring agencies. Regional training coordinators must ensure that command staff members are well-trained in the fundamentals and benefits of crime analysis. Command staff members from all agencies in a regional partnership are ultimately responsible for the participation of their employees in training efforts and operations.

Resources:

IADLEST’s “Crime Analysis for Chief Executives: BJA Building Analytical Capacity Workshop” is a good illustration of this training.

<https://www.iadlest.org/Projects/CrimeAnalysisforChiefExecutivesWorkshop.aspx>

Note: Sworn police officers at the rank of sergeant or lieutenant are often tasked to supervise crime analysis units. A supervisor with little experience in the role and function of analysis may be assigned to a crime analysis unit. It is imperative that crime analysis supervisors at this level understand how crime analysis fits into the policing organization, as well as analytical techniques and methods. Consequently, mid-level supervisors are encouraged to attend ALL training targeting various audiences. It is difficult for programs lacking the support of unit supervisors to succeed, even with adequate resources and command-level support. A well-trained mid-level supervisor is essential for the success of any crime analysis initiative.

Line Officers—Line officers are consumers of many analytical products. Basic training on the fundamentals of crime analysis and evidence-based practices should be provided. Officers should be trained on the nature and format of crime analysis products that will be provided to them. Since officers are data collectors, it is also important for them to understand how the quality of their work impacts the quality of the analysis product. Line-officer training may be offered at police academies or agencies may partner with local colleges to design and deliver line-officer training programs.

Resources:

Crime Solutions.gov

<https://www.crimesolutions.gov/>

Center for Problem Oriented Policing
<http://www.popcenter.org>

Center for Evidence-Based Crime Policy at George Mason University
<http://cebc.org/>

Bureau of Justice Assistance, National Training and Technical Assistance Center
<https://www.bja.gov/Events/TTA.html>

Bureau of Justice Assistance, National Criminal Intelligence Resource Center
<https://www.ncirc.gov/>

The booklet “Law Enforcement Analytic Standards” discusses the standards created by the International Association of Law Enforcement Intelligence Analysts (IALEIA) as a result of the National Criminal Intelligence Sharing Plan (NCISP) recommendations.
<http://www.it.ojp.gov/GIST/91/Law-Enforcement-Analytic-Standards>

Jill Dando Institute of Security and Crime Science
<http://ucl.ac.uk/jdi>

Analysts—Because of changing technology and methods, analysts require a developmental training program that progresses from basic through intermediate and advanced topics in all four types of crime analysis. Analysts must be well-trained in analytical techniques, sources of data, and software. In addition, crime analysts must have knowledge of policing strategies and practices, criminal behavior, and environmental criminology.

Resources:

The International Association of Crime Analysts’ Professional Training Series provides a pathway to certification for crime analysts.
<http://www.iaca.net/training.asp>

Crime Analysis for Problem Solvers by Ronald V. Clarke and John E. Eck
<http://www.popcenter.org/library/reading/PDFs/60steps.pdf>

Crime Analysis with Crime Mapping by Rachel Boba Santos (4th edition, 2016)
www.sagepub.com (or Amazon)

Yearly Training Assessment

Regional training coordinators should administer a yearly training needs assessment to determine regional training needs. Yearly needs assessments gauge the ever-changing training priorities of the agencies in the region. See the Regional Crime Analysis Yearly Needs Assessment Instrument document for an example of a survey.

The yearly training needs assessment will indicate which level of training and in which strategies, methods, and substantive areas agencies are requesting training. For example, agencies in the region may have mastered basic crime-mapping techniques and seek more advanced crime-mapping topics. The training coordinator should ensure the availability of a progressive training program that exposes trainees to all types of crime analysis.

Implementation of a Training Plan

The initial training needs assessment will drive implementation of the original training plan. Crime analysis capacity will likely be uneven in a region. Agencies without crime analysis capacity will require basic training of all audiences. Agencies with existing crime analysis capacity will require a more advanced training program.

Important for evaluation of each training itself, the training coordinator should conduct a pre-/post-evaluation of individual crime analysis training and document the outcome in a training log. The training log acts as the institutional memory of training for the region. Although people may come and go, the log will remain as documentation of a successful training program. An accurate log will help the region avoid redundant or ineffective training. In addition, the log is a useful tool in determining when new cohorts may require basic training and the progress of cohorts in intermediate and advanced tracks of training.

Pre-evaluations can be administered several weeks before the training to inform the trainers and tailor the curriculum or can be given on-site just before training commences. Post-evaluations can be administered to participants before they leave training to maximize the response rate and/or can be administered several weeks/months later to determine whether the skills learned in the training are being utilized. The evaluations provide valuable feedback from regional personnel. Training delivery should be constantly monitored and modified based on participant feedback.

The “Boot Camp” Training Concept

A regional boot camp is a good method to implement basic training in a short time frame. A “boot camp” concentrates multiple training courses in a multiweek period for several agencies in the region. Regional boot camps are cost-effective because groups are often able to negotiate lower costs for training than individual agencies. In addition, substantial savings accrue when agencies attend multiple courses locally in a compressed time frame for which they would otherwise have to travel. Regional coordinators may be more successful in obtaining grants for funding than individual agencies. Boot camps also allow regional analysts to develop partnerships, share resources, and learn from each other. In the boot camp method, analysts in the region train as a cohort. The development of a cohort of analysts facilitates communication and learning between agencies. In addition, training may be tailored specifically for the region, which provides a common focus on regional issues. Finally, the regional training cohort will be consistent in its analytical methodology and preparation, including the standardization of analytical products throughout the region.

Command staff members and personnel charged with supervising the crime analysis unit are also encouraged to attend. On occasion, special trainings for command staff members might be held during a boot camp. Training for law enforcement executives and supervisors focuses on building

a crime analysis unit and integrating the analytical function into policing operations. Executives generally do not have the time or inclination to explore the “nuts and bolts” of a specific computer application or technique used by analysts. It is more important for the executive to focus on how analytical products may be used to better allocate resources than on the methods used to produce the product. Command staff members may be asked to attend analytical personnel presentations at the end of boot camp.

The crime analysis boot camp is detailed below. Camp begins with a foundational course in crime analysis that introduces crime analysis data sources, technology, and techniques. The tactical crime analysis course follows, providing basic and intermediate instruction in tactical and intelligence analytical methods. Strategic and administrative analysis is explored in a course on policing strategies. Trainees are made aware of the link between crime analysis and policing strategies such as problem-oriented and intelligence-led policing. Evidence-based practices and their evaluations are introduced in the policing strategies course. Finally, the crime-mapping course provides hands-on instruction to familiarize trainees with the theory and practice of this important technique.

Outline of Basic Crime Analysis Boot Camp

Audience: This camp is intended for individuals who will be assuming the role of crime analyst with basic or no knowledge or experience in crime analysis, as well as supervisors of crime analysis units, and experienced analysts who want to review/update their skills.

Scope: Four courses delivered over three weeks.

Course content: Courses are adapted from the IACA training program and Crime Analysis Recommendations for Colleges and Universities (White Paper 2012–02). International Association of Crime Analysts (2012). Courses:

1. Introductory Course in Crime Analysis
2. Tactical Crime Analysis
3. Policing Strategies and Practices
4. Introductory Crime-Mapping Courses

1. Introduction to Crime Analysis (4–5 days)

Introduction to the field of crime analysis. The course covers the history of crime analysis and the role of the profession in policing, sources and types of crime analysis data, crime analysis technology, theoretical concepts, building a crime analysis unit, and an overview of the techniques for the types of crime analysis—tactical, strategic, operational, and administrative. At the end of the course, trainees should understand how to prepare analytical products for dissemination. Learning objectives:

- Understand the history and context of crime analysis within the field of criminal justice
- Understand policing strategies and their use of crime analysis
- Know the key theoretical concepts that inform the practice of crime analysis
- Know the primary types of crime analysis and the crime analysis process

- Understand sources and types of crime analysis data
- Understand the nature of national data standards and crime statistics
- Know relevant descriptive statistics used in crime analysis
- Understand the pattern identification process and relevant analysis methods
- Understand the problem-solving process and relevant analysis methods
- Know how to create prepare appropriate analytical products for dissemination
- Understand how to build a crime analysis unit

2. *Tactical Crime Analysis (4–5 days)*

Prerequisite: Introductory course in crime analysis

The course covers basic through intermediate tactical and intelligence analysis techniques. Students will work with agency data as they engage in a series of projects that replicate analyses and challenges crime analysts regularly encounter. Introduction to advanced tactical and intelligence methods and knowledge. Learning objectives:

- Apply concepts of environmental criminology and situational crime prevention
- Use commonly available desktop computing applications to query data, perform statistical calculations, and create analytical reports and presentations
- Understand and apply common techniques of tactical crime analysis, such as pattern analysis, threshold analysis, and geographic profiling
- Understand and apply common techniques of intelligence analysis, such as identification and prioritization of repeat offenders and link analysis of criminal organizations
- Create effective internal and external products based on the different analyses above
- Understand the types of police approaches supported by these different analytical processes
- Effectively manage and administer a crime analysis unit within a police agency

3. *Policing Strategies and Practice (2–3 days)*

Prerequisites: Introductory and intermediate crime analysis course

The course examines the failings of the standard model of policing and examines alternative strategies including community policing, problem-oriented policing, and intelligence-led policing. The role of crime analysis is examined for each strategy. Strategic and administrative analytical techniques are covered. Evidence-based police practices, program evaluation, and accountability models are covered. Learning objectives:

- Evaluate policing strategies including the standard model of policing and alternatives
- Understand the role of crime analysis for policing strategies
- Understand evidence-based policing, including resources for evidence-based practice

- Understand police accountability models
- Apply problem solving and problem analysis techniques
- Understand and apply common techniques of strategic analysis and administrative analysis, such as preparing statistical reports; trend identification and long-term forecasting; primary data collection; qualitative field research and analysis; and program evaluation

4. Introduction to Crime Mapping (4–5 days)

The course introduces trainees to the fundamental skills necessary to prepare maps and conduct spatial analysis in crime analysis. Students will use agency data and case studies to closely approximate the activities of operational crime analysis units. At the end of this course, the trainee should be able to produce a basic crime map. Learning objectives:

- Know the history of crime mapping in research and practice
- Understand basic concepts of crime and place
- Understand basic concepts of geographic and tabular data
- Understand basics of geodatabase management
- Understand basic concepts of geographic information systems and software
- Know basic geoprocessing tools and processes
- Know geocoding processes
- Understand map layouts and exporting options
- Know how to find and incorporate noncrime data sources
- Know types of descriptive mapping and symbolization
- Know concepts of density mapping
- Map production and dissemination

Importance of a Training Plan

The regional training plan is an important coordinating mechanism for regional crime analysis. Individual agencies ensure that personnel and units within their organizations are participating in the local crime analysis process through training. For the local agency, crime analysis supports local priorities. A parallel plan must be developed to coordinate agencies at the regional level. A well-conceived plan ensures that all regional partners receive consistent and quality training for the dual purpose of addressing both local and regional issues.

The ultimate goal of a regional training plan is to institutionalize common communication linkages, analytical processes, and products generated at the regional level to better address regional priorities. Analysts at local agencies may wish to pursue their own training outside of the regional plan. While it is important that analysts be equipped to address unique local concerns, there are some benefits and detriments to pursuing training outside of the regional plan. One benefit is that local agencies might be able to cycle their personnel through training when it is convenient for them in lieu of waiting for a regional training. Local trainings may be tailored to the circumstances of a specific agency. Local agencies should be encouraged to share their experiences regarding training taken outside of the regional plan. New training may be discovered that is valuable to regional partners and may be incorporated into the regional plan (or avoided). An overreliance on local training may hinder the regional goals of consistent and reliable crime

analysis techniques and products at the regional level. In addition, local agencies may be trained in inconsistent (and sometimes inaccurate) crime analysis techniques. Local agencies are strongly encouraged to participate in regional training during the crucial first years of a regional initiative. The first years of regional training are relatively straightforward as agencies engage in basic training and all four types of crime analysis are introduced. It is particularly important that partner agencies receive consistent training on these basic topics and have the opportunity to form communication and mentoring cohorts early in the process.

In regions that already have well-trained personnel, intermediate and advanced trainings must be planned. Intermediate and advanced intelligence and strategic analysis trainings are offered after basic training. Trainings are often offered in support of demonstration projects. For example, training in problem analysis supports problem-solving projects, while training in intelligence methods (such as prolific offenders and telephone toll analysis) supports ILP projects.

It should be noted that experienced analysts may benefit from revisiting basic training to learn new methods and technology. Newer analysts benefit from established analysts, who can relate the training to experiences. Newer analysts can establish mentoring relationships with experienced analysts and the communication is beneficial to all. Finally, experienced analysts should “audit” training at all levels, but particularly at the basic level as a type of quality control. Experienced analysts can verify whether newer analysts are being trained in proper techniques and methods.

The region will have to provide routine basic training for new personnel. Change is the norm and not the exception in regional crime analysis. Turnover constantly occurs in the region. Sworn officers get promoted out of the crime analysis unit or retire. Civilian analysts become well-trained assets and leave for higher-paying private-sector jobs. People retire, chiefs come and go, and the political environment (and the perspective on the utility of crime analysis) may change periodically. Therefore, a regional training plan must be written and institutionalized to insulate against change and keep the regional crime analysis effort moving forward.

Other Training Recommendations and Resources:

Law Enforcement Intelligence: A Guide for State, Local, and Tribal Law Enforcement Agencies (2nd edition) by David L. Carter

https://it.ojp.gov/documents/d/e050919201-IntelGuide_web.pdf

Training in intelligence records management including 28 CFR Part 23.

See the Institute for Intergovernmental Research, Criminal Intelligence Training at

<https://28cfr.iir.com/>

See crime analysis and fusion center publications and resources are available at the Bureau of Justice Assistance, National Criminal Intelligence Resource Center,

<https://www.ncirc.gov/>

The booklet “Law Enforcement Analytic Standards” discusses the standards created by the International Association of Law Enforcement Intelligence Analysts (IALEIA) as a result of the National Criminal Intelligence Sharing Plan (NCISP) recommendations.

<http://www.it.ojp.gov/GIST/91/Law-Enforcement-Analytic-Standards>