

## **Department of Defense Investigative Analysts Standards and Training: Guideline 3**

**Fundamental competencies which are the foundation for success in each of the core competencies.**

- Open mindedness
- Interpersonal relationships
- Professional work ethic
- Organized evaluation
- Written communication

### **Competency 1: Critical Thinking**

#### **Critical thinking**

TLO: Frame critical issues and difficult questions whose resolution and answers will help protect the personnel, installations, and facilities under DOD authority.

#### **Logic/fallacies**

TLO: Systematically challenge key assumptions.

#### **Inference development**

TLO: Generate and test multiple hypotheses and conclusions.

#### **Intelligence process/cycle**

TLO: Identify, task, access, and evaluate sources of information for validity to reduce uncertainty and fill knowledge gaps.

#### **Collection requirements and planning**

TLO: Design analytic approaches and collection plans and priority information needs for security issues and balance short-term response with long-term value.

#### **Sources of information**

TLO: Access sources, search the internet, use public and commercial databases, and assess validity and value.

#### **Source evaluation and validation**

TLO: Identify, relate, interpret, and reference data and data sources.

### **Competency 2: Sharing Information and Collaboration**

#### **Networking**

TLO: Establish trusted networks of key contributors within the homeland security and law enforcement community to share information and analytic insights that will lead to action on critical issues.

#### **Information sharing framework**

TLO: Coordinate with the intelligence community, sharing data in accordance with applicable laws and regulations.

TLO: Exploit available technologies to exchange, collaborate, and publish content.

### **Information management**

TLO: Collaborate across organizational and functional boundaries to share the work, avoid duplication, and increase analytic impact.

TLO: De-conflict analytic positions.

TLO: Conduct information reviews.

### **Law and legal aspects**

TLO: Apply legal, privacy, and security guidelines, restrictions, and operational privacy and security practices to information sharing, storage, and analysis.

### **Markings and using confidential information**

TLO: Store and maintain information for maximum use, including ensuring that documents are appropriately marked.

### **Security**

TLO: Maximize transparency within applicable laws and regulations and deal with sensitive issues.

## **Competency 3: Analytic Skill Craft**

### **Tradecraft methods, techniques, and tools**

#### **Using structured analytic techniques**

TLO: Use structured analytic techniques including—

- Frameworks and issue definition
- Data visualization
- Idea generation, including techniques such as morphological analysis, indicators, and scenarios
- Hypothesis generation and testing
- Assessing cause and effect
- Challenge analysis, including techniques such as the Delphi method
- Conflict management
- Decision support, including techniques such as strengths, weaknesses, opportunities, threats (SWOT) analysis

#### **Using software tools to analyze information**

TLO: Use software tools to analyze information such as—

- Spreadsheets and matrices
- Flowcharts and Gantt charts
- Social network and link analysis tools
- ACH and other structured techniques software
- Quantitative software
- Data management and storage software

## **Analyzing DoD Security, law enforcement, and other non-law enforcement data and trends**

TLO: Analyze DOD security, law enforcement, and other non-law enforcement data and trends through—

- Crime analysis
- Demographic analysis
- Financial analysis
- Association links and process flows
- Geospatial analysis
- Human Terrain Mapping

### **Competency 4: Ensuring Actionable Information through Sound Analysis**

#### **Crime patterns/analysis**

TLO: Produce threat and vulnerability assessments.

TLO: Assess risks, using qualitative and quantitative methods.

TLO: Communicate risk.

TLO: Anticipate threat and risk.

TLO: Make recommendations to mitigate risks.

#### **Crime indicators**

TLO: Exploit Suspicious Activity Reports (SARs) as sources for identifying and monitoring significant trends and patterns.

TLO: Use analytic techniques to identify trends, patterns, or other linkages.

TLO: Evaluate and disseminate SARs as appropriate according to Information Sharing Environment SAR standards

### **Competency 5: Communicating Through Analytic Production**

#### **Report writing**

TLO: Write, review, and coordinate a product.

#### **Presentation of information**

TLO: Use presentation and publisher software to produce a product

TLO: Market and disseminate a product.

TLO: Brief a product.

#### **Needs of the consumer (strategic, tactical)**

TLO: Transform customer needs into intelligence requirements.

TLO: Propose the product to match the issue, customer, and purpose.

#### **Infusing customer feedback into the intelligence cycle**

TLO: Follow up on the products, seek and incorporate feedback, and measure its impact.

## **Competency 6: Time and Product Management**

### **Report Editing, Review, and Dissemination**

TLO: Synchronize report timelines to ensure timely dissemination of relevant analytical products

TLO: Leverage technology to reduce drag in analytical production

### **Process Management**

TLO: Empower analysts to monitor and push staffing processes to reduce delays in production

### **Customer Focus**

TLO: Engage with customers throughout the process to ensure relevance and status of products

TLO: Work collaboratively with internal and external customers to prevent products being overcome by events

TLO: Provide regular status updates to internal and external customers to ensure self-accountability in process