

**Research Objective:** Participants were asked to complete an online survey via Qualtrics regarding their experiences with and perceptions of intelligence integration within their service — participants who identified as police administrators were collected for this study.

**"Finding and hiring qualified individuals that are willing to join the organization at an entry level is a hard sell. Good candidates are already established where they are. Also, defining relevant work experience is difficult."**

- PARTICIPANT 015

## AVG. ANNUAL SALARY

Operational Analysts

\$95,819

Administrative Analysts

\$90,172

Supervisory Analysts

\$107,609

Specialized Analysts

\$99,657

## INTELLIGENCE NEEDS

<b>1</b>	<ul style="list-style-type: none"> <li>Administrative statistical reports</li> <li>Hot spots/crime maps</li> <li>Investigative/intelligence reports</li> </ul>
<b>2</b>	<ul style="list-style-type: none"> <li>Tactical crime analysis bulletins</li> <li>Research reports/strategic reports</li> </ul>
<b>3</b>	<ul style="list-style-type: none"> <li>Top offender lists</li> </ul>
<b>4</b>	<ul style="list-style-type: none"> <li>Other: Tactical analyst reports for electronic records analysis</li> </ul>

## INTELLIGENCE CHALLENGES

<b>1</b>	<ul style="list-style-type: none"> <li>Analytic competency/skill level</li> <li>Funding</li> </ul>
<b>2</b>	<ul style="list-style-type: none"> <li>Recruitment/hiring practices</li> </ul>
<b>3</b>	<ul style="list-style-type: none"> <li>Training</li> </ul>
<b>4</b>	<ul style="list-style-type: none"> <li>Work culture</li> </ul>
<b>5</b>	<ul style="list-style-type: none"> <li>Retention</li> </ul>

### What works?

#### Intelligence Integration Experiences

- Pairing proper infrastructure with analytic skills
- Flexible and adaptable to new data capabilities
- Ongoing training for analytic positions
- Updating job advertisements to org. needs
- Implement testing in hiring process
- Transparency with hiring process for candidates
- Equal experience standards for all candidates

## Reported Software Use

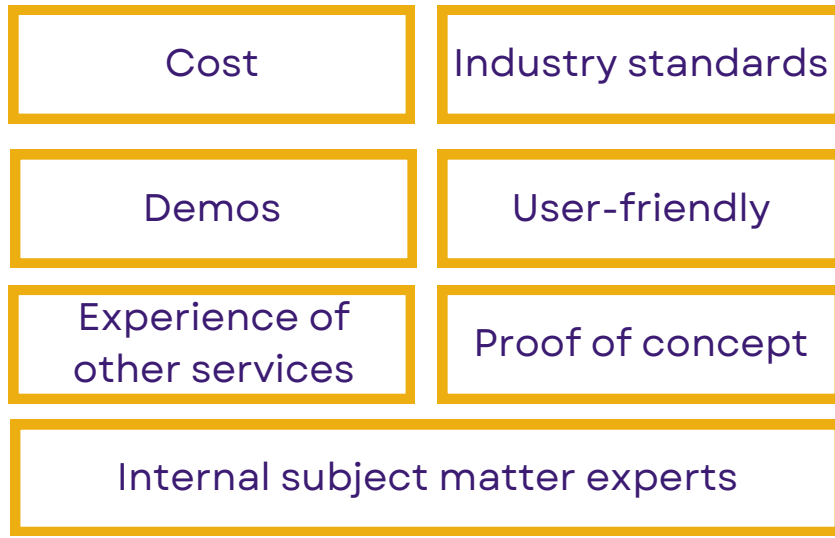
- IBM i2 Analyst Notebook\*
- ArcGIS Enterprise\*
- Microsoft PowerBI\*
- LexisNexis Community Crime Map
- GeoTime
- Environics Analytics
- CommandCentral Analytics
- IBM Crime Insight and Prevention Software
- COPLINK
- GeoShield
- CRIMECAST Platform
- HxGN OnCall Analytics
- Cellbrite
- GeoMedia
- Axiom
- GeoDASH

\* indicates use by 5 or more services

## Perceived Benefits of Intelligence Technology

- Improved strategic decision-making
- Improved public safety
- Assists analysts with complex data sets
- Decreased officer administrative work
- Increased community service
- Sharing intelligence across agencies
- Increased capabilities to collect information

## Influences on Technological Decision-Making



## Major challenges with the adoption, implementation, and use of intelligence software

- 1.Regulation/oversight concerns
- 2.Organizational resistance
- 3.Infrastructure support
4. Cost
- 5.Licensing
- 6.Community/public resistance
- 7.Training
- 8.Data ownership