



INTELLIGENCE CYCLE TASKING

Warsaw, September 2019

The non-disclosed part contains personal data, in particular the names of individuals. The disclosure would undermine the protection of privacy and the integrity of the individual, in particular in accordance with European Union legislation regarding the protection of personal data and therefore has to be precluded pursuant to Article 4(1) (b) of Regulation (EC) No 1049/2001.

Learning Outcomes

- Explain role of tasking in analysis process
- Describe Analytical Techniques and Tools useful in Tasking step;
- Identify possible flaws in tasking;

INTELLIGENCE CYCLE



CORNERSTONES OF TASKING STEP

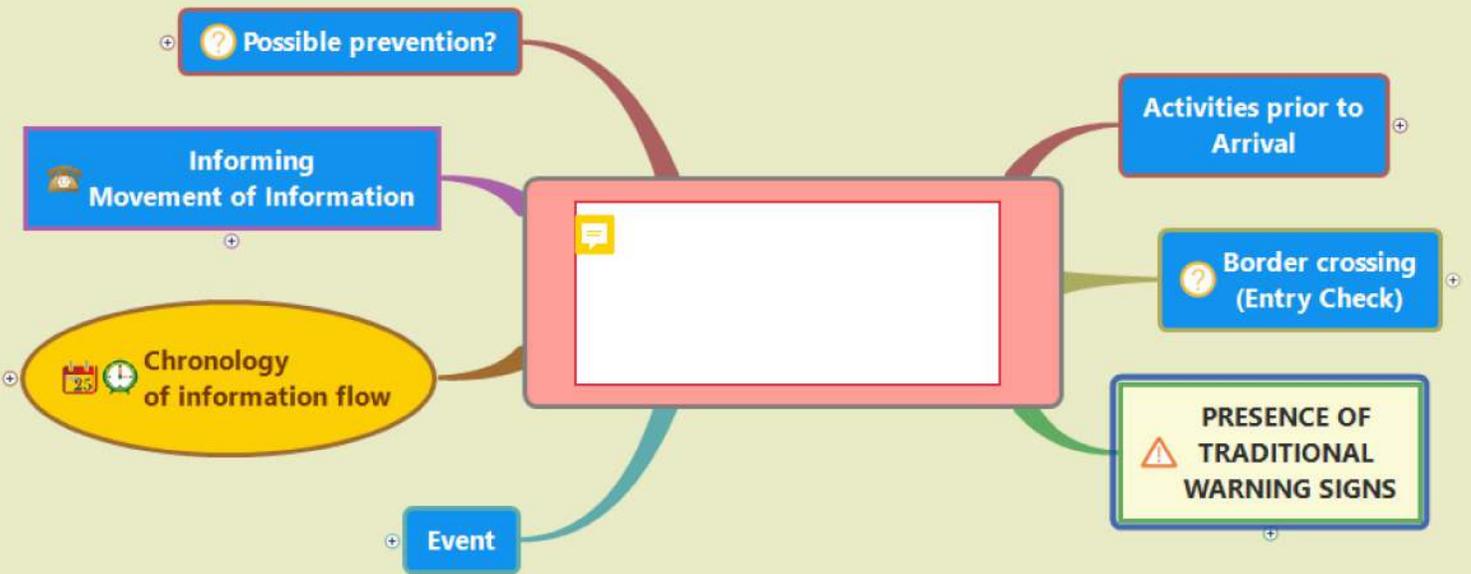
- **GIVIG TASK/INTELLIGENCE REQUEST(IR) TO THE ANALYST**
- **AUTHORISATION WITH SUPERIORS**
- **RECORDING THE TASK**
- **TASKING SHOULD LEAD TO COLLECTION**

DOES IT LOOK FAMILIAR ?

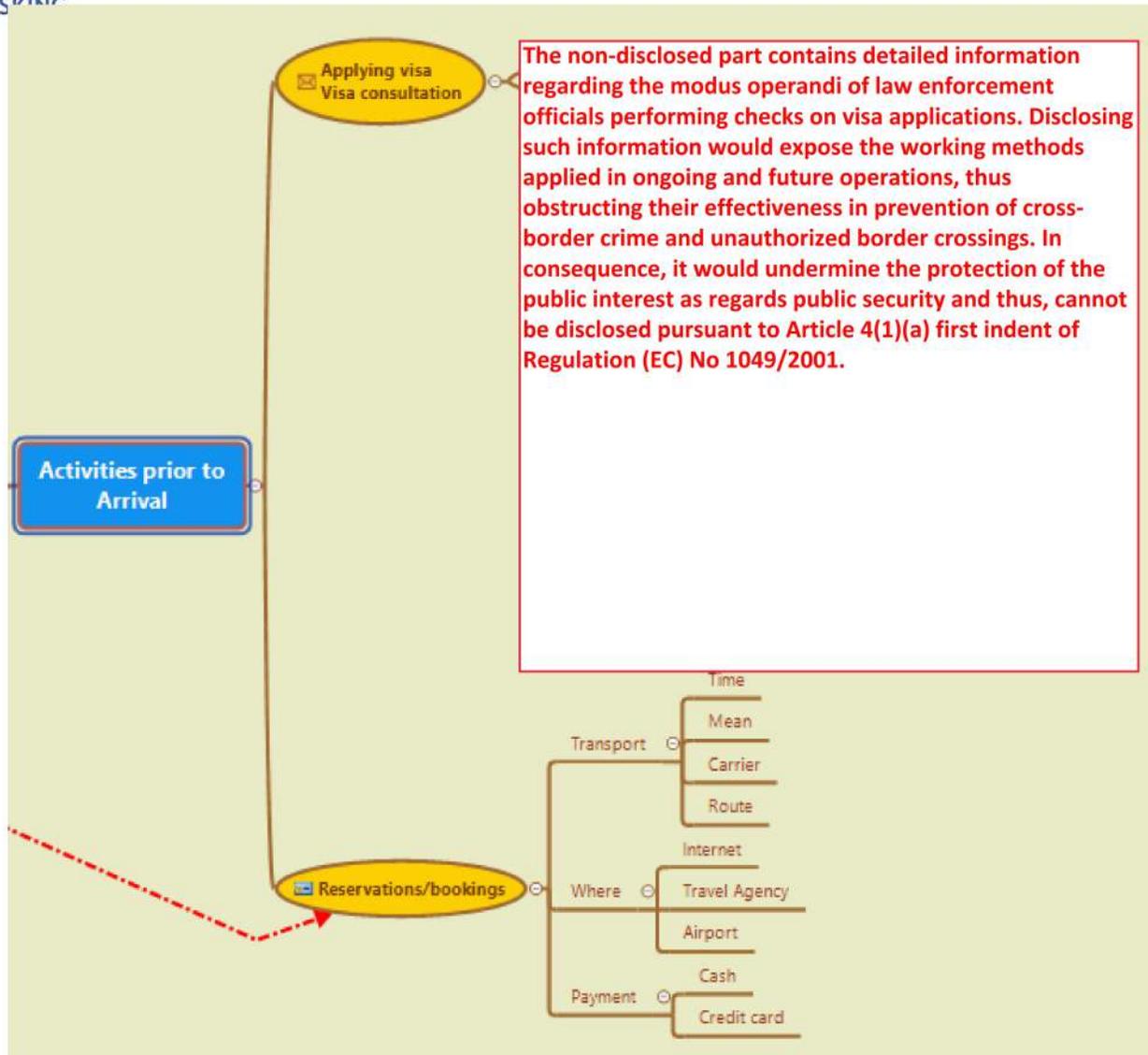
- GO THERE – I DO NOT KNOW WHERE, BUT BETTER GET GOING (AND ASAP)
- BRING ME – I DONT KNOW WHAT BUT BETTER SOMETHING (AND IT BETTER BE GOOD)
- I WANT IT ON MY TABLE BY YESTERDAY



INTELLIGENCE CYCLE: TASKING



INTELLIGENCE CYCLE: TASKING

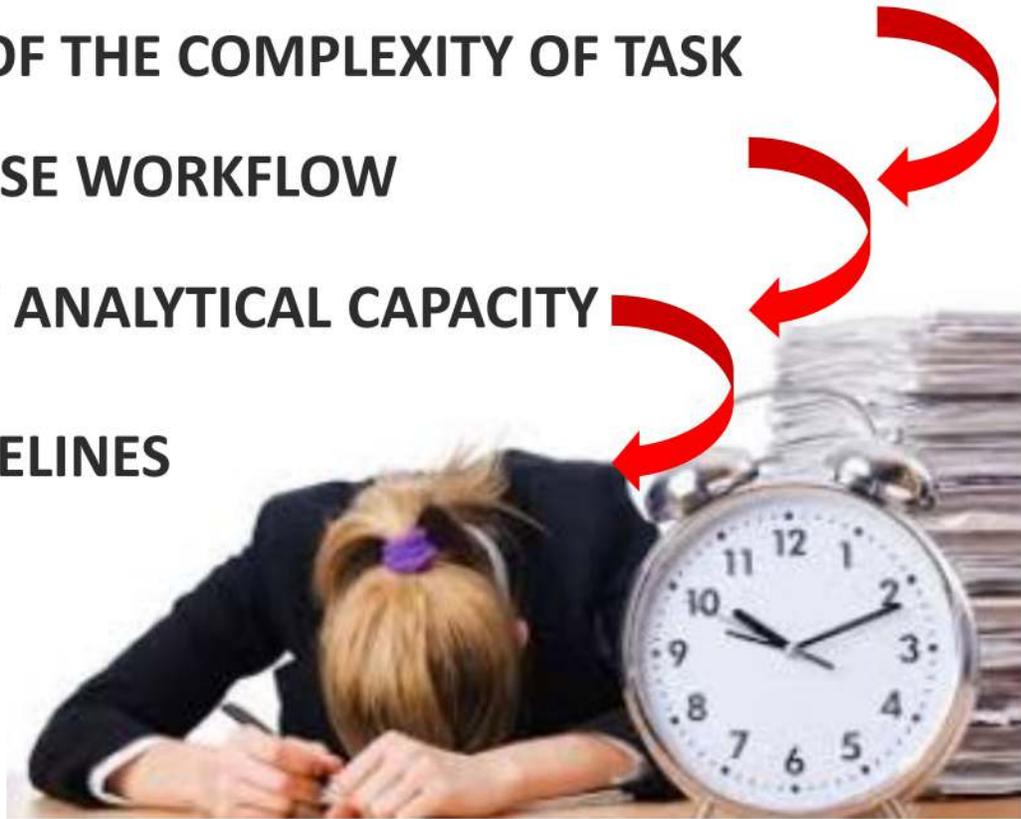


INTELLIGENCE CYCLE: TASKING

The non-disclosed part contains detailed information related to reporting tools and methods used by law enforcement officials to conduct border control tasks and counter criminal activities. Its disclosure would jeopardize the implementation of ongoing and future operations, and thus facilitate irregular migration and trafficking in human beings as the effectiveness of law enforcement measures would be significantly reduced. As disclosing this information would undermine the protection of the public interest as regards public security, this part is not disclosed pursuant to Article 4(1)(a) first indent of Regulation (EC) No 1049/2001.

POSSIBLE NEGATIVE OUTCOMES OF “EASY” TASKING AND “BLIND” AGREEMENT

- UNDERESTIMATION OF THE COMPLEXITY OF TASK
- UNEXPECTED INCREASE WORKFLOW
- MISCALCULATION OF ANALYTICAL CAPACITY
- FALLING BEHIND TIMELINES



POSSIBLE NEGATIVE OUTCOMES OF “EASY” TASKING AND “BLIND” AGREEMENT

- PROVIDED ANALYSIS COVERS TOO MANY AREAS/ASPECTS AND IS NOT CONCISE
- PROVIDED ANALYSIS IS DIFFICULT TO READ



POSSIBLE NEGATIVE OUTCOMES OF “EASY” TASKING AND “BLIND” AGREEMENT



- PROVIDED ANALYSIS HAS POOR QUALITY
- PROVIDED ANALYSIS DID NOT FEED THE NEEDS OF CLIENT

POSSIBLE NEGATIVE OUTCOMES OF “EASY” TASKING AND “BLIND” AGREEMENT

- IT TOOK WAY TOO LONG
- IT IS WAY TOO MUCH
- IT IS IN POOR QUALITY
(AND AFTER ALL):

**IT WAS NOT
WHAT I ASKED
YOU TO DO!**



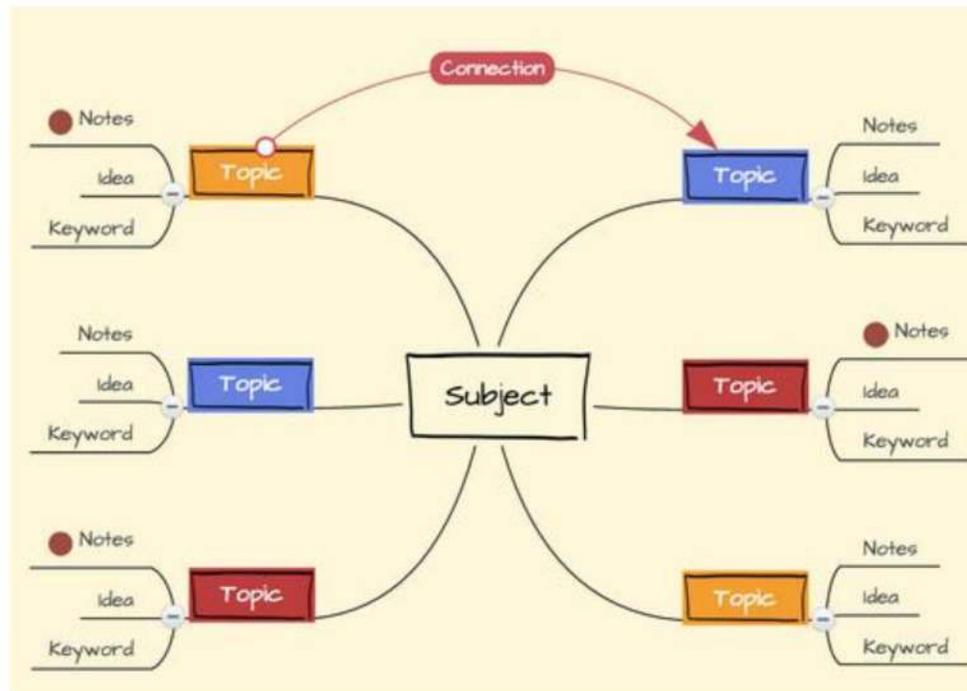
HOW TO AVOID THINGS GETTING WRONG FROM THE START?

- **STUDY THE TASK**
- **USE CONCEPTUAL FRAMEWORK**
- **COMMUNICATE WITH CLIENT**
- **USE / NEGOTIATE / ESTABLISH THE TERMS OF REFERENCE**

USE OF CONCEPTUAL FRAMEWORK

■ CREATE CONCEPTUAL FRAMEWORK OF FUTURE PRODUCT

- Type of a product
- Structure
- Areas to cover
- Sources etc...



COMMUNICATION WITH CLIENT

- **Helps in developing client's understanding the complexity of task**
- **Clarifies directions and possible structure of product**
- **May lead to setting of certain limitations**
- **Should lead to setting realistic timelines**

TERMS OF REFERENCE (ToR)

ToR – Terms of Reference: a form of negotiation between the client and analyst (representative of analyst) to ensure that:

- the product (analysis, report, etc) corresponds (covers) those aspects requested by client
- the scope (areas of interest, objects of study/research) and depth (detailness) are well defined
- the deadlines for the product, considering resources available for and requested scope and depth of analysis, are realistic