

# Intelligence Gathering Tools & Techniques

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WELCOME

**1: Introductions**

# Introductions





## 2: What is Intelligence?

# Information and Intelligence

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“All intelligence is information; not all information is intelligence”  
(Lowenthal, 2009, p. 1).

# Intelligence

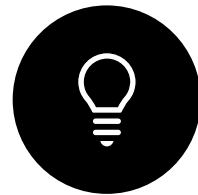
“Intelligence is information designed for action”  
(Grieve, 2004, p. 25)



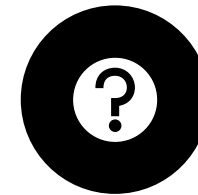
# The Aims of Intelligence



Offer  
advantage



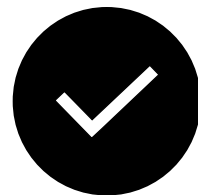
Reduce  
ambiguity



Minimize  
uncertainty



Provide  
operational  
focus



Inform  
prioritisation



Inform  
decisions



# What is Human Intelligence?

- “Intelligence is information designed for action” (Grieve, 2004, p. 25).
- “All intelligence is information; not all information is intelligence” (Lowenthal, 2009, p. 1).
- Intelligence buttresses critical law enforcement decision-making (Stanier & Nunan, 2018).
- HUMINT is intelligence collected from a human source (e.g., CHIS).



# Covert Human Intelligence Source

- CHIS are defined within section 26(8) Regulation of Investigatory Powers Act 2000 (RIPA):
  - a) he establishes or maintains a personal or other relationship with a person for the covert purpose of facilitating the doing of anything falling within paragraph (b) or (c);
  - b) he covertly uses such a relationship to obtain information or to provide access to any information to another person; or
  - c) he covertly discloses information obtained by the use of such a relationship, or as a consequence of the existence of such a relationship.



# The Intelligence Mindset

- The Intelligence Mindset (Nunan & Stanier, in prep).
- Be open-minded, reduce cognitive biases and improve decision-making (Ask & Fahsing, 2018; Ask & Granhag, 2005).
- *Professional curiosity* must be embraced, which derives from the context of social work and promotes ethical practice and accountability (Bond, 2015).



# Marginal Gains

“Our world beating performance is based on an aggregation of a series of marginal gains”

Sir David Brailsford - Former Performance Director British Cycling



# Three Phases of Elicitation



Rapport building techniques and identifying motivation.



Maximising the quality and quantity of information elicitation, via appropriate interviewing techniques.



Once the information is elicited, assessing and sharing the information.



### 3: Gathering Intelligence through Rapport

# Benefits of Rapport

The impact of  
first impressions



Personalising the  
interaction



Enhance  
cooperation



Enhance  
memory recall



Professional  
relationships



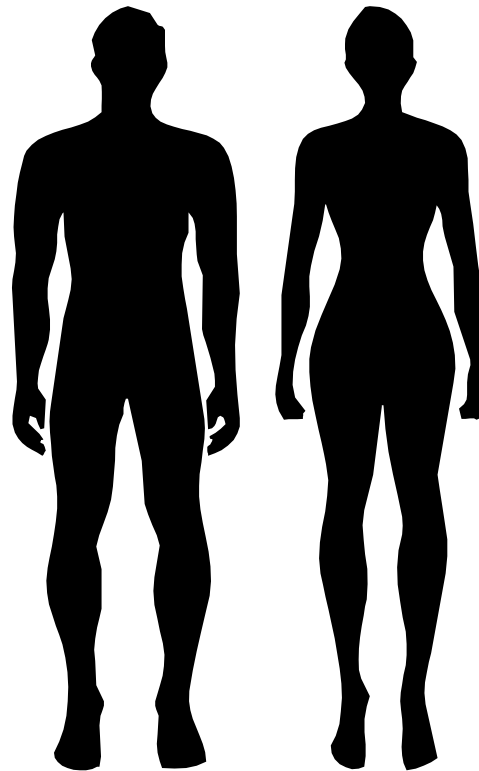
Reduce anxiety



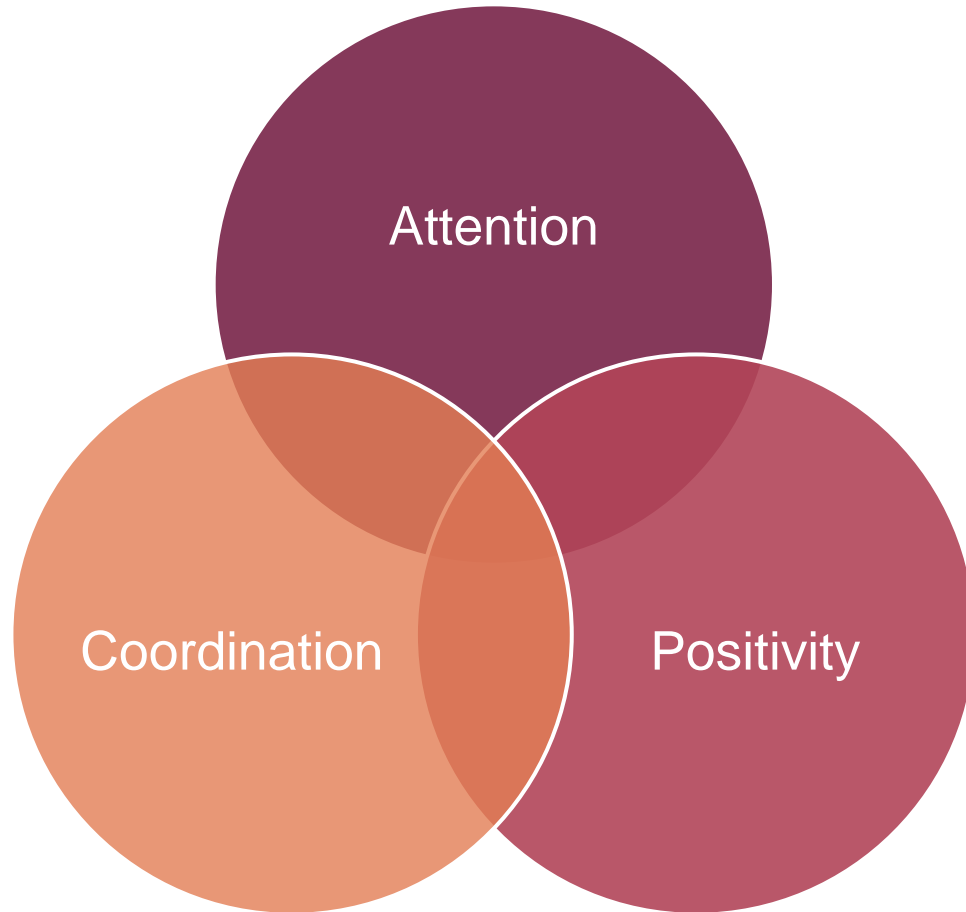
Increase  
information yield



Develop a  
working alliance



# Understanding Rapport



- **Attention** relates to the focused and cohesive interaction between individuals.
- **Positivity** can be expressed as feelings of mutual friendliness and caring.
- **Coordination** refers to the terms balance, harmony, and "in sync" when thinking of the experience of rapport.

(Adapted from Tickle-Degnen & Rosenthal, 1990)



# Methodology – Nunan et al. 2020



- Source Handler and CHIS audio recorded telephone interactions ( $N = 105$ ).
- Purpose sampling – telephone interactions were excluded if:
  - a) missed calls;
  - b) voicemails;
  - c) interactions that did not concern the collection of intelligence; or
  - d) interactions that were merely to arrange a call back
- The telephone interactions took place in 2018 ( $M = 7.03$  min;  $SD = 3.55$ )

# Intelligence Yield Coding

- Intelligence yield (IY) comprised five detail types:
  - a) Surrounding details - (e.g. locations)
  - b) Object details - (e.g. a phone, drugs, money)
  - c) Person details - (e.g. names, person descriptions)
  - d) Action details - (e.g. criminal offences, driving)
  - e) Temporal details - (e.g. dates, days, years)

# Verbal Rapport Framework

Attention	Positivity	Coordination
• Back-channel response	• Use CHIS' preferred name	• Agreement
• Paraphrasing	• Empathy	• Encourage CHIS account
• Identifying emotions	• Self-disclosure	• Appropriate use of pauses
• Explores/probes information	• Common ground	• Explain what happens next
• Intermittent summarising	• Friendliness	
• Provides final summary	• Humour	
• Asks CHIS to add/alter	• Reassurance	
• Explores motivation		

# Rapport and Intelligence Yield

- Across the sample, the mean overall rapport utilised per interaction was 47.10 ( $SD = 21.75$ ).
- Frequency of each component of rapport:
  - attention ( $M = 24.77, SD = 15.26$ )
  - positivity ( $M = 12.21, SD = 6.53$ )
  - coordination ( $M = 10.12, SD = 5.23$ )
- On average, 87.26 ( $SD = 61.63$ ) IY was gathered per interaction.

# Rapport and Intelligence Yield



- Overall rapport was significantly correlated with overall IY,  $r = .69$ ,  $p < .001$ .
- When overall rapport was broken down into its three components attention,  $r = .83$ ,  $p < .001$ , and coordination,  $r = .21$ ,  $p = .028$ , were both significantly correlated with the overall IY gathered.
- However, there was a non-significant correlation with positivity and overall IY,  $r = .19$ ,  $p = .051$ .



## 4: Questioning to Gather Intelligence

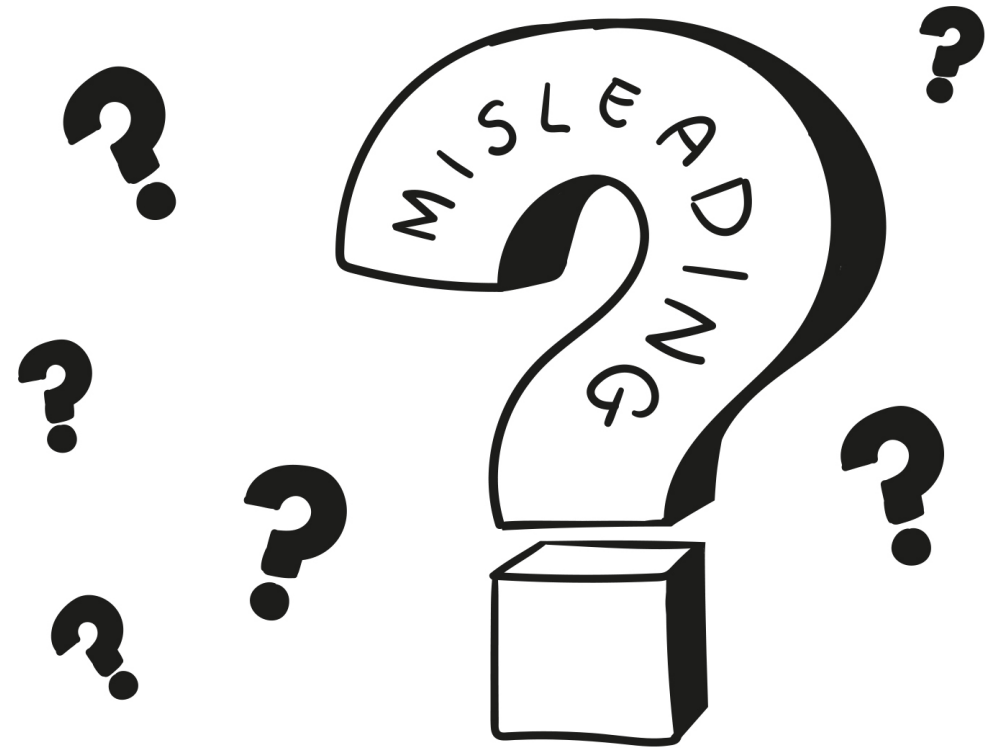
# The Aims of Interview Questioning

- Gather detailed and reliable information.
- Reduce anxiety.
- Ethically question.
- Prioritise seeking the truth.
- Clarifying ambiguities.



# Asking the Right Questions

- Effective questioning is not bound by culture, age, or the interviewing context.
- *Appropriate* questioning techniques may well determine whether the necessary information has been collected in a timely, reliable, sufficiently detailed and 'actionable' format.





# Asking the Right Questions

## Appropriate Questions

1. Open-ended breadth questions
2. Open-ended depth questions
3. Minimal encouragers
4. Probing questions
5. Closed yes/no questions

(Nunan et al., 2020)

## Inappropriate Questions

6. Closed yes/no questions
7. Multiple questions
8. Forced choice questions
9. Opinion or statement
10. Qualitative feedback
11. Leading questions
12. Interruptions

# Intelligence Yield per Question Type



	<b>Question Type</b>	<b>Mean</b>
<b>Appropriate</b>	Open-ended breadth	6.15
	Open-ended depth	6.54
	Minimal encourager	5.36
	Probing	4.00
	Closed yes/no	3.90
<b>Inappropriate</b>	Closed yes/no	3.20
	Multiple	4.11
	Forced choice	4.50
	Opinion or statement	2.69
	Qualitative feedback	2.56
	Leading	3.46
(Nunan et al., 2020)	Interruptions	0.00

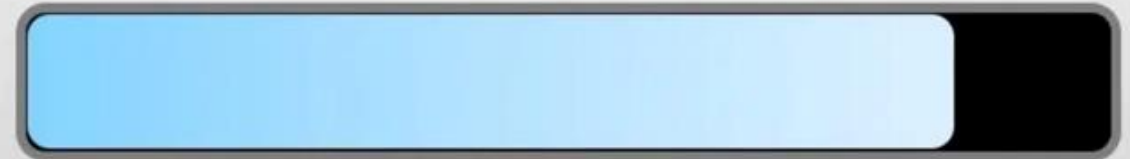


## 5: Source Motivation

# Motivation

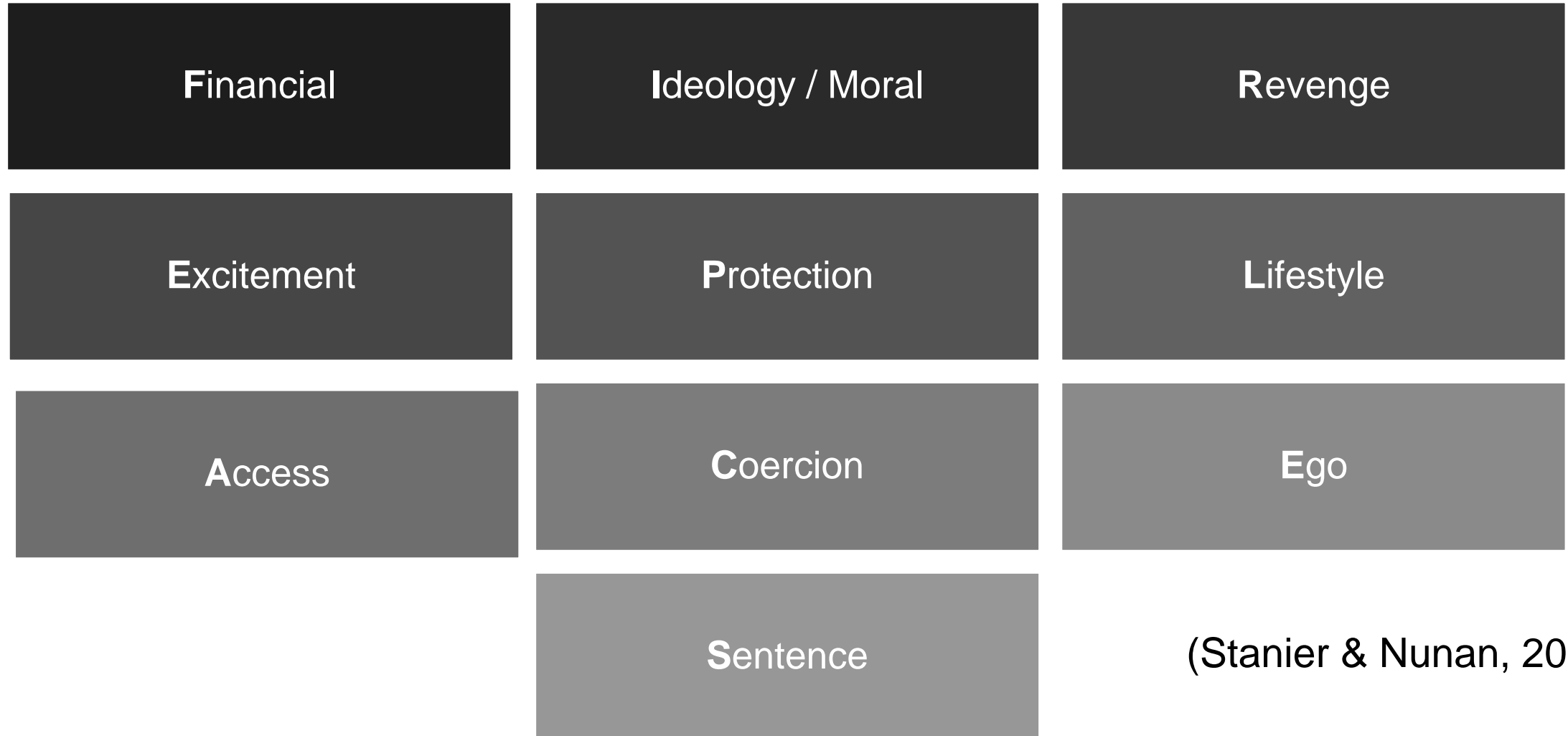
- Nature & direction of motivation
- The magnitude of motivation

**MOTIVATION**



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# The FIREPLACES Framework



# Motivation: Domestic Extremism CHIS



- Unprecedented access was secured to the present sensitive dataset.
- The data collected:
  - i. informant gender,
  - ii. self-declared motivations of the informant,
  - iii. the handlers' assessed motivation of the informant,
  - iv. DE area of reporting, and
  - v. duration of informant status.
- Sample consisted of adult DE informants, the majority were male (85%).
- The authors were specifically instructed not to quote the sample size in the present research, due to its sensitive nature.

# Motivation: Domestic Extremism CHIS

Stanier and Nunan (2023):

- Understanding motivation can help manage risk and opportunities.
- Those reporting on right-wing domestic extremism primarily reported for financial reasons.
- Those reporting on left-wing extremism did so primarily for ideological reasons.
- Handlers were accurate at identifying informants' primary motivation.

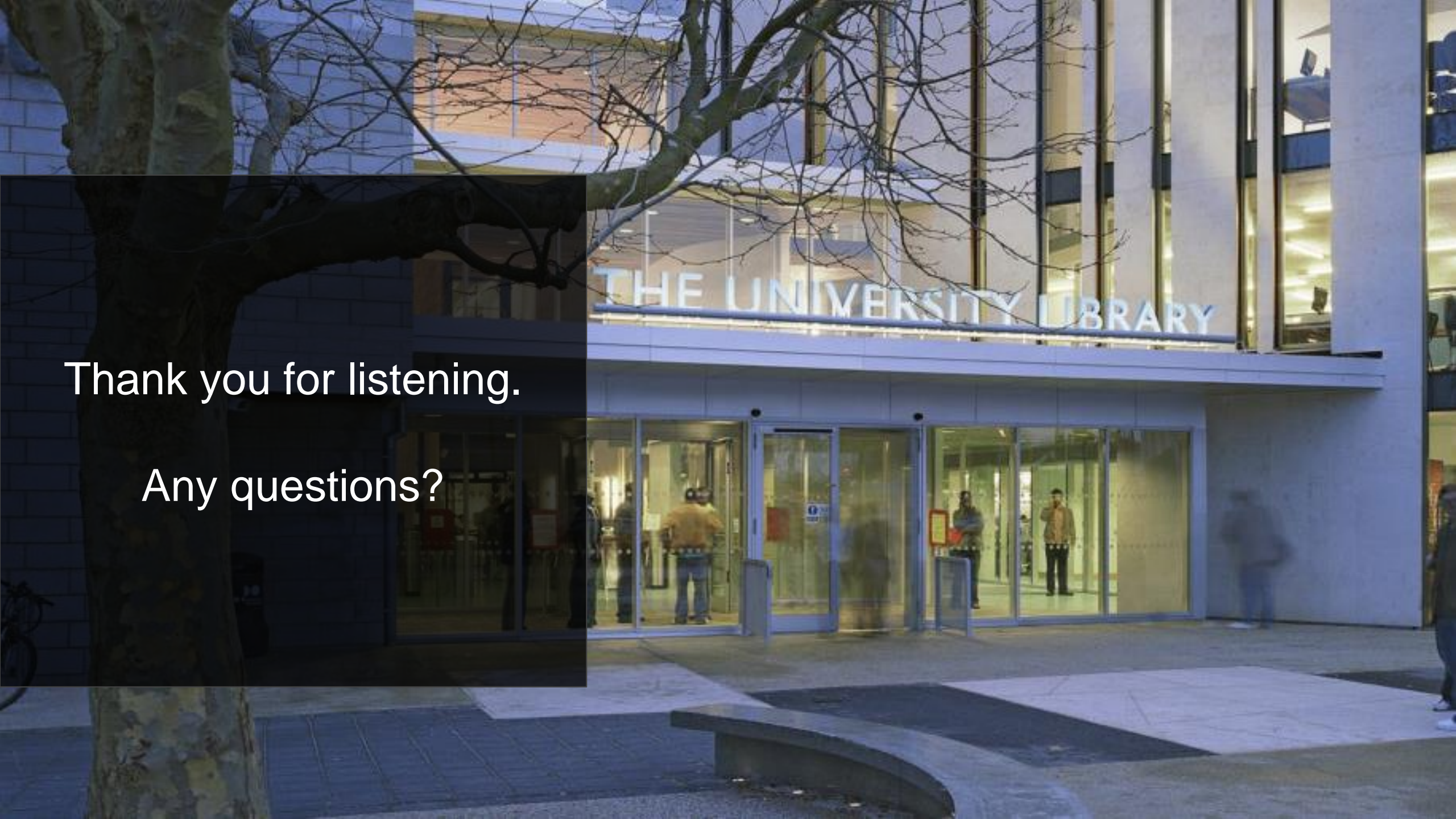


# Publications



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- Stanier, I., & Nunan, J. (2021). FIREPLACES and informant motivation. *Crest Security Review*.
- Nunan, J., Stanier, I., Milne, R., Shawyer, A., & Walsh, D. (2020). Source Handler telephone interactions with covert human intelligence sources: An exploration of question types and intelligence yield. *Applied cognitive psychology*, 34(6), 1473-1484.





Thank you for listening.

Any questions?