



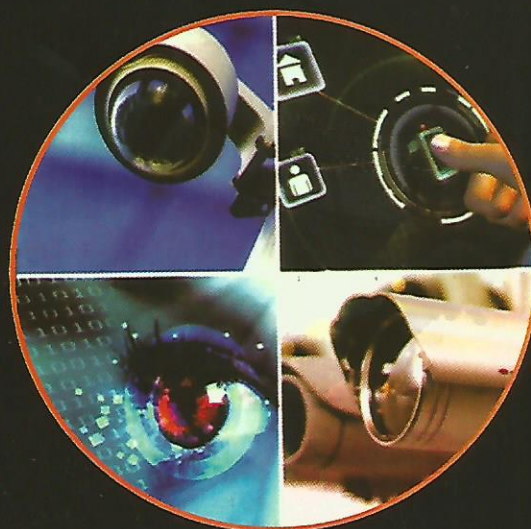
**INSTITUTE OF  
SECURITY NIGERIA**

# SECURITY AND INTELLIGENCE REVIEWS

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**Securing the Insecure: Internally Displaced Persons and Insecurity in Nigeria**

*Muyiwa Bamidele Afolabi, fism*

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**The Role of Forensic Science in Security Investigation: A Tool for Combating Terrorism in Nigeria**

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**Integrating New Tools and Technologies for Enhanced Policing And Security Management In Nigeria**

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# THE ROLE OF TRAINING, EDUCATION AND MANPOWER DEVELOPMENT IN COUNTERTERRORISM AND CRIMINAL INTELLIGENCE

*Adebayo Akinade, dfisn and T. V. Bakare, fisn*

## 1.00 ABSTRACT

*Protecting Nigerians from terrorist threat should be paramount and of higher priority to all security and safety community. The counter terrorism personnel should focus on the following goals:*

1. *Prevention of terrorist attacks;*
2. *Prevention of the unauthorised acquisition, importation, movement or use of chemical, biological and nuclear materials;*
3. *Crime prevention within the country;*
4. *Reduction of vulnerability of critical infrastructure;*
5. *Promotion of key resources essential for the training of personnel to combat attacks and other hazards.*

*Terrorist attacks in Nigeria are real and constitutes serious danger and threat to the society. The terrorist incidents in Nigeria indicate that terrorists continue to target crowded places, largely because they are usually locations with limited protection with inadequate security measures and therefore afford the potential for mass fatalities and casualties. Agro-terrorism and bioterrorism are areas of interests to terrorists these days. Furthermore, terrorists are prepared to use vehicles as a method of delivery and attack on sites well away. Terrorists may also seek to send chemical, biological or radiological materials in the posts.*

**KEYWORDS:** Training, Education, Manpower, Development, Counter terrorism and Criminal Intelligence

## 2.00 INTRODUCTION

Terrorism can come in many forms, not just physical attacks on lives and limbs, interference with vital information or communication system which causes disruption and economic damage. (Akinade, 2014)

Terrorism also includes tainting and poisoning of food and agricultural system. Therefore, security employees in charge of countering terrorism need special education, training, manpower development programmes so as to discharge their tasks effectively and efficiently. The security employees need special education and training in the field of intelligence gathering activities, surveillance, acquisition, analysis and use of information about terrorist group to effectively and efficiently prevent acts of terrorism.

Counter Terrorism and Criminal Intelligence capacity building requires training and education of personnel in prevention, deterrence and responses. It is necessary for employers to impact new knowledge, skills, sustain skill levels and provide updates on evolving threats, vulnerabilities and risks.

The effective use of intelligence is crucial to law enforcement agencies to improve their ability to combat criminal groups.

This paper examines the training structure and processes on counter terrorism which eliminates the intellect support for extremists and terrorists.

The paper examines the perception, relevance influence and consequence of training, education and manpower development of personnel handling the tasks of countering terrorism and criminal intelligence.

## 3.00 THE CONCEPTS OF TRAINING, EDUCATION AND MANPOWER DEVELOPMENT

The task of finding security personnel who either possess or have the potential to develop the knowledge, skills and attitudes that will enable them to carry out the tasks necessary for the achievement of obviously fundamental importance. The selection of security personnel is usually designed to recruit the most competent individuals. Regular changes take place in technology, infrastructure, procedures, competition and innovations relating to the professional tasks. This positively affects specific jobs in the security industry. Such changes may also lead to the creation of jobs and disciplines, which are new to the traditional security industry. This is where training comes in.

However, the whole training process for performance improvement is complex and to be effectively accomplished, it requires an understanding of the nature and background theory of the process. It would therefore be useful to outline some basic concepts of the theory of training and education as related to the security industry. Successful training ensures that the employees meet the short term needs of the employer, enhances the skills and career paths of workers. It also recognises the employees who understand the corporate culture and who are prepared to meet the



## **The Role of Training, Education and Manpower Development...**

future 'needs of the workplace. Several methods regarding training and development have been used in human resources development management. Before considering them, the organisation needs to establish the training and development resources required and how to teach new employees their tasks. Security as a vocation is constantly changing; skills need to be kept up to date and relevant technical knowledge must be shared with workers. Security at operational level is not akin to a skilled craft in which a period of apprenticeship is accepted.

Security knowledge and procedures and assignment can be taught much more quickly in an apprenticeship. The various categories of employee should be well educated and trained in this area of security in order to discharge that duties efficiently and effectively. (Cole, 1996)

It is vital to examine the significance and relevance of training and education to job performance, particularly in security and counter terrorism activities with application of principle of intelligence. (Awoniyi and Morgan, 2002).

Training as used in this context refers to acquisition of skills and information directly required for the performance of a specific role. It includes the job training, workshops, seminars and conferences. (Kreiter, 2000)

Manpower development broadly refers to job enrichment that has an intrinsic mechanism to motivate an employee to accept and play challenging organisational tasks. Specifically, Caroline and Charles (1997) argue that manpower development involves activities that enable an employee to comfortably and conveniently perform organisational tasks. Job performance on the other hand is more than a narrow economic measures (Cohen et al., 1995) as it connotes how well a group performs its required tasks to satisfy its customers inside and outside the organisation which suggests effectiveness and efficiency of the employees.

Robinson and Robinson (1995) reiterate that the most significant direct benefit of training and manpower development are clarity in job duties and responsibility as well as increases in employees' competence among others,

Graham (1987) and Gliveck (1982) highlighted the reason and advantage for embarking on training and manpower development to include efficiency in performance.

Similarly, Aina (1992) argues that training enables an employee to produce efficiently sooner, prepares him for a higher position (advancement) enhances his self-respect and increases his feeling of security and economic independence among others.

Rose (1981) maintained that the individual employee gains from training and manpower development by being able to perform his tasks well and gains satisfaction for efficient work. Woodplant and Rose (1979) had argued that with training and man power development, the organisation would recognise the benefit of efficiency, safety, high job satisfaction and good performance.

Nalder defined training as those activities which are designed to improve human performance on the job the employee is presently doing. It is concerned with the training and development inputs to organisations effectiveness; people and technology. He defined development as a series of activities concerned with preparing the employees so they can move with the organisation as it develops changes and grows. Development activities often take the form of enrolment in institutions to acquire new horizon, technology and viewpoints which can lead the organisation to newly develop goals postures and environment thus ensuring growth and development. The process of change emphasised in both definitions involves education. Education can be defined as those human resources development activities design to improve the overall competence of the employees in a specified direction and beyond the job now held. (Ruonaetal, 2000)

### **THE TRAINING AND DEVELOPMENT PROCESS**

Let us consider the following posers:

#### **POSER I**

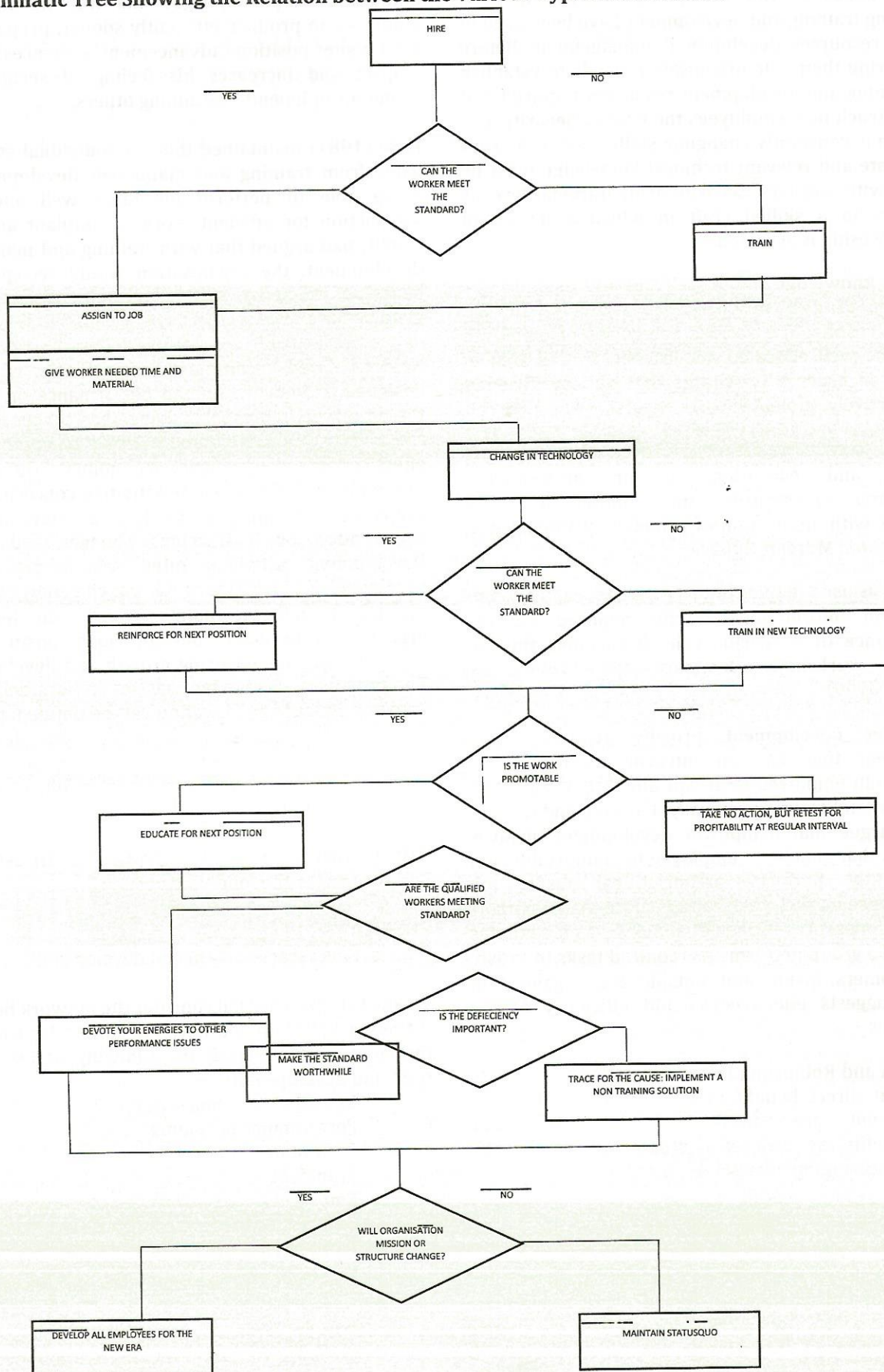
Why is it necessary to train and develop staff?

To answer this, we shall consider the network below:  
If the need to train and develop staff varies from this therefore we can identify the following as the need to train and develop staff:

- a. Defective selection criteria
- b. Performance problems
- c. Promotion
- d. Transfer
- e. Employee career planning programme
- f. Organisational development
- g. Work environment



## Diagrammatic Tree Showing the Relation between the Various Types of Feedbacks



**Fig. 1 Decisions Involved in Training Activities**  
(Adapted from Goldstein, 1974)



## The Role of Training, Education and Manpower Development...

### POSER II

How should training and development be done if it is to realise its potential of making people more effective?

In providing answer to this question we need to consider the three levels of training needs in an organisation.

1. **The organisational level:** assesses the organisation in totality to determine where *training is most needed* at a particular point in time.
2. **Occupational level:** discovers what is needed in terms of skill, knowledge and attitude to carry out the various duties that are related to a particular job.
3. **The individual level:** discovers deficiencies and aspirations related to the individual.

The first step in the training and development efforts is in the assessment of all of these three levels of needs through organisational analysis i.e. examination of the entire organisation including its goals, resources and the environment in which it exists (Goldstein, 1874). Specifically, answer to the following questions must be sought -

Does a barrier exist in a particular department?

- a. Hindering the achievement of organisation objectives; or
- b. Which will at a determinable time in future hinder the achievement of the organisation's objectives;
- c. Or which if removed would permit alternative, more desirable objectives to be achieved?

### Security Performance through People

Performance through people implies the increase of output with existing, or even decreasing, resources. Increasing productivity through people, however, is not a matter of having them work harder. Many people throughout the world, particularly in the developing countries, work extremely hard but have little output. The key is not working harder but working smarter.

### Measurement of Effectiveness of Security Training

Security training is too important to be validated and valued so, certain fundamental questions can be raised as suggested by Leslie Rae:

- Has the training satisfied objectives?
- Has the training satisfied the needs of the employers or the clients?
- Are people operating differently at the end and as a result of the training?
- Did the training contribute directly to this behaviour?
- Is the learning achieved being used in the real work situation?

- Has the learning contributed to a more effective and efficient worker?
- Has the training contributed to a more effective and efficient salary?

One should not attempt to evaluate security personnel by a cursory glance at their buildings, uniforms, vehicles, press notice, nor should one attempt to evaluate security personnel merely because the community, to all outward appearances, seems to be infested with crime, or free from it. Any objective and scientific measurement of security officer should involve four considerations: efficiency, morality, legality and compassion.

### 4.00 SECURITY EDUCATION FOR ENHANCED PERFORMANCE AND PRODUCTIVITY

At organisational level, security performance comprises the following three basic outputs:

Effectiveness + Efficiency + Security personnel satisfaction

Obtaining, employing and retaining suitable security personnel that would contribute to the effectiveness and (accomplishment of the tasks) and the efficiency (best possible utilisation of resources) of the security tasks and at the same time security workers to be satisfied with their work and their lives is costly and requires considerable effort. Therefore, the employer of security has a very strong vested interest in ensuring that these human resources are utilised as effectively as possible. There is convincing evidence that some employee or personnel security are falling far short in making effective use of all the people they employ.

They are not simply another factor of production for the achievement of short-term objectives. It should also be recognised that security personnel can become a reservoir of knowledge and skills, which must be nurtured and developed for the survival and future growth of the employer's business in the constantly changing and increasingly complex security industry environment. Experience from some security organisations suggests that investments in people have resulted in substantial gains towards the achievement of the business strategic objectives. There is no need to overemphasise the importance of "Getting the right people and getting the people right" but defining these twin concepts is a step further towards achieving increased security performance through people. "Getting the right people" means planned recruitment processes, which provide the security business with the best available talent, consistent with the needs of the security business and its capacity to make full use of those recruited. "Getting the people right" implies consistent policies and practices in training, retraining



educating and developing security staff and involving them as "partners" in the business rather than as functionaries whose roles are restricted to obeying instructions.

It is obvious that "Getting the people right" implies two categories of human resource policies and practices. The first category is related to learning processes and the second to security personnel motivation. However, it is important to point out that the provision of opportunity for appropriate training, education and development is one of the proven strategies for security workforce motivation. More often than not the terms "Training" and "Education" are used as synonyms and there is also some confusion as to what actually constitutes the term "Personal Development". For this reason, the first appropriate step in understanding the basic training theory upon which security workforce training should be best practiced is to highlight the definitions of these terms. The common denominator of these three terms is learning. Consequently, the understanding of the learning process is also a fundamental prerequisite for those responsible in "getting people right" in security organisations. *Training is a learning process in which learning opportunities and experiences are designed and implemented, which aim in developing the knowledge, skills and attitudes related to the present job of the learner.* (Eckstrand, 1964)

Training is necessary to achieve improvements in work performance, particularly when the employer invest in new equipment, introduce new work procedures or redesign the workplace. Training takes place at a specific time and place and is usually vocationally relevant and limited to specific aims and objectives. (Martocchio and Baldwin, 1997)

There are many examples of this particular activity area of Human Resources Development (HRD) either at security, enterprise, national or international level. Security training institutes all over the world offer on a routine or tailor made basis specific job-related training both at management or at operational level. (Banjoko, 2002).

Education is a learning process that prepares people for a future job that may arise.

It is important to recognise that immediate increase in performance cannot be expected when education is used as a HRD intervention. Education takes place over a substantial but finite period of time, it usually, leads to a qualification and may result in leading you to a new career direction. However, education has been correctly recognised by many stakeholders in the security industry as an important investment for the long term future. (Barret, 1999)

Personal Development (or self-development), which is initiated by the individual, is a lifelong learning process of nurturing, shaping and improving an individual's skills, knowledge and interests to ensure their maximum effectiveness and adaptability and to minimise the obsolescence of their knowledge and skills and their chances of redundancy. Personal development is not job-related. Although there may be some indirect benefits, personal development is not directly related to productivity. Hence, it would be prudent to exclude personal development as a means of achieving productivity improvement. Personal development does not necessarily imply upward movement; rather, it is about enabling individuals to improve and use their full potential at each career stage. However, any support provided by the employer to individual security employees for self-development is likely to contribute to employee satisfaction and generate more motivation. (Banjoko, 2002)

### **The Learning Process**

Since training (as well as education) is essentially a learning process, all those involved in security training need to have an understanding of learning and what needs to be taken into consideration in the design and provision of training in the security sector. The main questions to be discussed are what learning is and how people learn. There is a general consensus about the first question but much more debate about the second.

"Learning" may be defined as a permanent change of behaviour, which occurs as a result of the influence of external, environmental stimuli on the inherent, genetic disposition of the individual. (Blum and Nylor, 1984)

For the purpose of training a similar but more specific and simple definition of "Learning" is frequently used, which is as follows: "Learning" is a permanent change in behaviour that comes about as a result of a planned learning experience. (In simple terms, training could be defined as the design and implementation of effective learning experiences).

In the context of training, it is useful to consider learning and behaviour change in three types of behaviour, cognitive (knowledge), psychomotor (skills) and affective (attitudes) needed for effective performance.

### **5.00 EFFICIENCY AND EFFECTIVENESS OF SECURITY TRAINING ON JOB PERFORMANCE**

The measurement of security job performance is most difficult. One should not confuse efficiency with effectiveness. A security department may be highly efficient, but most ineffective in accomplishing the goals of security operation (Akinade, 2012).



## The Role of Training, Education and Manpower Development...

For one reason, units of work measurement that are standardised for the vocation are not yet available. How many criminal cases should a security department issue in a day or week? How much report should be handled by the patrol unit each night or month? How many cleared cases of robbery should the security department produce each month or year? How many kidnap or intruder should be arrested each month? It depends upon community support and corporation. It depends upon the quality of security administration and supervision. It depends upon the competence, quality and integrity of individual security officer. As we improve the selection process for security service and get better personnel; as we improve our administrative and records processes; as we receive closer cooperation from the public; as we improve our method of investigation, will we not have more arrest and successful prosecutions? Of course, and yet some will point to a crime wave, and as is so common, rise up in righteous indignation and demand a "get tough" policy and the need for "cracking head". Very few will think about the matter of statistical limitations, their veracity, and question every datum, frequency distribution, and interpretation. It aids in accomplishing the security task with the least amount of money, manpower, facilities and equipment and at the same time, the greatest success in achieving goals. But, the fact is that most security department are undermanned, under paid, under trained, under supervised, under equipped and under supported to be able to perform in a professionally efficiency manner. Enrico Fermi, the Italian criminologist, pointed out that society has the criminality it deserves. The author would point out that most communities have the level of police service that they deserve.

The greatest improvement security efficiency will come about, not by applications of computers to security deployment, not because more fleet patrol vehicle has been engineered, and not due to new building. The greatest improvement in security department efficiency will ensure the very best of talent available from the nation's man power pool, educating and training it to the limit of its capacity, and moving it up through the ranks as quickly as it is able to accept and discharge its responsibility. This talent will bring undreamed increased in efficiency but with it, the greatest of headaches - for it will be merciless in eliminating archaic and poor attitude and practices, demanding the utmost of dedication and production of all members of the security team and mandating professional example in all aspects of the service. (Akinade, 2012)

This is not to depreciate those highly motivated security professionals who are currently exemplifying the finest ideals of service. This is to say that there is so great a need for them in the security service today that we must make maximum effort to recruit more

and more men and women of the greatest capacity and character if we want impressive increases in efficiency. Certainly, as we approach the area of efficiency; we can identify major security goals: the prevention of crime and disorder, the preservation of the peace; and the protection of life and property, and individual freedom.

And, certainly, we can identify major security methods: crime prevention: regulation of non-criminal conduct; provision of service; and protection of individual freedom. And, certainly, we can identify the major line staff, auxiliary and special activities. Yet a variety of opinion differs according to the level of service. Certainly, we can identify major criteria of goal accomplishment: the absence of crime, disorder, congestion, accidents, and conflict within the community; adequate rates of arrest, clearance, property recovered, and successful prosecution; minimum employee ratios and minimum per capital cost consistent with adequate performance; services and personnel.

Security training should also concentrate on the behaviour of the personnel. Morality is therefore concerned with standards or principles of good behaviour. There is a general agreement, for example, the human being ought to be honest, kind and helpful to one another. These are matters of morality. Private morality deals with those values which affect the individuals concerned. Public morality deals with those values which affect the society as a whole.

Enforcement of morals could therefore be defined as the use of law to make effective some standards of good behaviour. This could be done either by imposing duties or by limiting liberties. Moral rules according to C.S Lewis, are directions for the running of the human machine. Every moral rule is there to prevent breakdown, or strain, or a friction, in the running of the machine. That is why these at first seem to be constantly interfering with our natural inclination.

### 6.00 IMPORTANCE OF TRAINING AND EDUCATION TO COUNTER-TERRORISM AND CRIMINAL INTELLIGENCE

Counter terrorism, criminal intelligence training and education programmes are diffuse, diverse, desperate and complex. The training programmes promote awareness of security and protection issues throughout the community. The training and capacity building programme should meet the security awareness and practice needs of anti-terrorism workforce and criminal intelligence that is diverse (Abolurin, 2010)

Brisling (1998) advocates for the use of training manual to enhance training and professionalism, improve service, reduce tumour and minimise liability



He recommended the use of practical exercise demonstrating how to handle disruptive people, prepare for emergencies and design patrol procedures as well as advise on testifying on court, writing reports and coping with internal threats.

The objective of the programme is to share experience, knowledge and skills through workshop style experience combined with real life examples and to gain the tools and techniques necessary to resolve even the most complex cases of terrorism and application of criminal intelligence techniques. Training programme will provide participants with all theories and practical tools needed to identify, investigate and respond to terrorism in the nation. Training and education programme gives practical advice and guidance on how to pursue the perpetrator identified as a result of counter terrorism techniques and devices.

Three dimensional focus on the importance of careful planning and research are being provided with a framework to enable the participants develop plans and tools to adapt thinking to that of a top class counter-terrorism professional. The professionals should be able to understand how to develop criminal intelligence strategies to prevent terrorism from occurring and recognise the red flags of terrorism and extremism in the country.

Security professionals now face an unprecedented emphasis on the risk assessment and mitigation in terrorism. Terrorism is shifting the current community policing model to one that emphasis tactical methods, technology and alternative service provider. The new public safety model entails wide spread employment of private security officers in public areas such as business districts, residential communities and critical infrastructure.

Paster (2006) provided cutting edge analysis when he argued that continued expansion of private security and policy agencies will increasingly perform coordinated work sharing within public environments and promotion of the principle of community policing in security practice.

Roper (2005) and some security experts emphasised the need for quality security awareness training, they maintained that while technology and corporate dynamics have changed and developed, the need for security awareness training has remained. This article covers security training at all levels. It addresses the theories of sound security training and awareness, and then shows the readers how to put the theories into practices. The agency therefore should place much emphasis on training and education to ensure operational readiness at all time.

It must be mainly responsible for implementation of counter terrorism policies. It is to the credit of such security agency. This could be achieved by using all available training facilities in the country and at same time expansion, there is the need to examine training and counter terrorism efforts and measures to combat the intellectual and ideological justification for violent extremism. The primary objective of this training is to engage and combat an ideology counter terrorism policy and seek to address the underlying factors that have facilitated extremism in the hope of preventing further radical violence. Prevention programmes are difficult to evaluate and much more time will be required to accurately measure their effectiveness.

Nicholson (1997) examined in his book that as the need for professional security increases, so too does the need for professionally trained personnel. He explained the need for an organised approach to developing effective security and law enforcement training programmes.

Counter terrorism and criminal intelligence training and education programmes are varied by numerous security agencies and departments. Each of the relevant security agency should provide specific counter terrorism training and education targeted to given categories of recipients. Training recipients include federal, state, local government personnel and private and public critical infrastructure personnel. The programme should train individuals to prepare for, respond to and recover from terrorist attacks. Most of these federal security agencies and department should provide training in conjunction with private and public educational institution, federal laboratories and research and development centres.

## 7.00 THE ROLE OF LAW ENFORCEMENT IN RESPONDING TO TERRORISM

Counter-terrorism tools and tactics used in countering terrorism are numerous and diverse, ranging from high-tech satellite surveillance systems, unmanned aerial drones and data mining software, to low-tech undercover operatives, criminal informants, and tips from suspicious neighbours. Intelligence analysts sift through mountain of data provided by these electronic and human sources to identify terrorist and their groups controlled structure, and track down techniques that are very vital to attack terrorism (Akinade, 2012).

Counter-terrorism is a massive global industry which takes place at various levels, ranging from local police investigation of terrorist act to invasion of countries perceived as providing cover for terrorists.

Law enforcers and military personnel carry out air strikes and raids against identified targets. During raids, authorities arrest suspects and capture



documents, computers and other articles, containing organisational memoir that can be squeezed for additional intelligence about the whereabouts and impending activities of other network members.

Government agents use these data to conduct more raids and capture additional terrorists and organisational data which provide more information to be assessed, analysed and acted upon in the ongoing pursuit of the terrorists.

The police and other law enforcement officials face particular challenges in responding to terrorism within the rule of law and human rights framework. Capacity limitations often emerge when the police face a terrorist conspiracy, particularly one that is international in nature. Given the difficulties involved in detecting, investigating and controlling terrorist activities, let alone preventing terrorist violence, police agencies must consider ways of enhancing their technical, human and strategic capacity to respond to terrorism. Also, given the international dimension of many terrorist activities, police services must also develop their capacity for law enforcement cooperation. Finally, because of the complexity and the sensitivity of counter-terrorism operations, it is important for all law enforcement agencies to establish sound mechanisms for governance and leadership, accountability and the protection of integrity. In countering terrorism, the police are required to work closely with the military and intelligence service. There is a risk that this may blur the distinction between the police and the army, contribute to the militarisation of the police, and weakens civilian control and oversight of the police. Unless the integrity and independence of police are protected, the fight against terrorism may lead to the politicisation of the police, which could undermine its legitimacy and credibility in the eyes of the population. For that reason, states must clearly define and circumscribe the function of the police in counter-terrorism measures (Akinade, 2012).

The police need to carry out their function in a non-arbitrary and impartial manner, without political interference. While that requires a degree of operational independence, safeguards are important because too much autonomy may lead to abuses of authority. To maintain that delicate balance, the police need to operate in an environment of transparency and must be held accountable for their actions (Onashile, 2008).

The use of effective and legitimate investigation methods, the use of the powers of arrest and detention, the use of effective and legitimate interrogation techniques and the prevention of various forms of obstruction of justice are very crucial issues; special attention will be given to witness protection,

the investigation of money-laundering, financing of terrorism offences and international law enforcement cooperation.

### **8.00 SECURITY MANAGEMENT AND COUNTER TERRORISM**

The fight against terrorism calls for locating and measuring terrorist risk to prevent terrorist actions and local police have been enlisted in these efforts. How do local police determine potential threats in a given jurisdiction? They must know the particular beliefs structure and its potential for containing extremist or terrorist group member. Police officers are particularly familiar with a community and its norms. For example, while on patrol, officers get to know who among community members associate with whom; they have first-hand knowledge of people's work and leisure habits. Goldstein recognised the need to make greater use of rank and file police officers in countering terrorism. He believed that rank and file officer should be given greater latitude to think and be creative in their daily work and that management should tap their accumulated knowledge and expertise, enabling officers to be more satisfied with their jobs and providing the citizenry with a higher return on their police investment (Ogundipe and Akinade, 2013).

Local law enforcement has been brought into the anti-terrorism fight and recognised for the role it plays. Alerts and information are being shared with local police more broadly than ever before. Methods for reporting suspicious activity to federal agencies have been created through regional and state links. Private citizens also have been included in the intelligence matrix through suspicious activity tip, lines, working groups with critical infrastructure managers and other mechanism to encourage reporting of unusual behaviours that may be related to terrorism or other criminal activities.

These models illustrate that community and problem oriented policing are not at odds with policing against terrorism instead they are collaborative and complementary approaches.

For intelligence to work effectively, it must be a function that every department, regardless of size can use. In general, law enforcement agencies can be categorised according to four levels of intelligence operations. The following categories are examples, not precise descriptor of any one agency's capabilities. Many variations in intelligence capabilities exist and looking at an agency's size and resource capability is only one way of explaining those differences. For purpose of discussion, however the following categories are used to identify a plan of action.



## 9.00 CONCEPT AND NATURE OF CRIMINAL INTELLIGENCE IN SECURITY PRACTICE: POLICIES CONSIDERATION

The word intelligence can be used to describe the process of interpreting information to give it a meaning. It has also been used to describe a group or department that gathers or deals with such information or to describe the product of such activity or department.

At its simplest, intelligence might be described as processed information. Narrowed down to law enforcement use, "intelligence could be described as information that is acquired, exploited and protected by the activities of law enforcement institution to decide upon and support criminal investigations. Intelligence always involves a degree of interpretation resulting in an intelligence inevitable degree of speculation and risk. The amount of speculation and risk is dependent upon the quality and quantity of information. Intelligence is usually divided into two main areas:

Strategic Intelligence focuses on the long term aims of law enforcement agencies. It typically reviews current and emerging trend changes in the crime environment - threats to public safety and order, opportunities for controlling action and the development of counter programmes and likely avenues for change of policies, programmes and legislation.

Operational Intelligence provides an investigative team with hypotheses and interference concerning specific elements of illegal operations of any sort. These will include hypotheses and inferences about specific criminal networks, individuals or group involved in unlawful activities, discussing their methods, capabilities, vulnerabilities, limitation and intentions that could be used for effective law enforcement action.

A good knowledge of operational intelligence is a highly recommended prerequisite to developing strategic intelligence capability. The development of operational intelligence in itself will provide an important source of intelligence to consider from a strategic perspective. (Ogundipe and Akinade, 2012)

This part of the investigation responds to reported events and explains what took place and who was involved. Intelligence analysis aids investigation by helping to target available resources and identifying information gaps to focus the investigation more clearly. It also helps to avoid duplication of effort and prevent straying into areas of no relevance. To obtain maximum benefit, an analysis capacity should be employed at the earliest possible stage of an enquiry, preferably at the beginning although logistically this is not always possible.

## INTELLIGENCE GATHERING

### (i) Gathering Intelligence

The acquisition, analysis and use of information about terrorist groups are essential to prevent acts of terrorism. Information may be collected through open and covert sources and may be obtained from police agencies at home or abroad. Information-gathering can be improved through technology but also by cultivating relationships with other stakeholders, such as the community, other law enforcement agencies, intelligence agencies and foreign governments.

Intelligence-gathering activities, in particular covert surveillance, must be regulated by law, monitored by independent agencies and subjected to judicial review. Any act that impacts on a person's privacy must be prescribed and regulated by law. Thus, any search, surveillance or data collection related to an individual must be authorised by law. Laws authorising interference with personal privacy must specify in detail the precise circumstances in which the interference is to be permitted and must not be implemented in a discriminatory manner (Ogundipe and Akinade, 2012).

Those authorised law enforcement practices have the potential to limit the privacy of the individuals concerned. Their use also raises questions about how the data collected are to be protected, stored and, when necessary, shared with other agencies.

When personal information is collected, it must be protected against unlawful or arbitrary access, disclosure or use. There should be provisions for individuals to ascertain whether their personal data are stored for law enforcement purposes and to be able to rectify or remove incorrect data.

### (ii) Intelligence Systems and the Sharing of Information

The nature of terrorist threats necessitates the gathering and analysis of information that is not confined by territorial borders or organisational structure. The sharing of information and intelligence between security and law enforcement agencies is an important means of preventing terrorist acts and other major criminal offences. Efforts to increase such exchanges have produced some positive results.

### (iii) Use of Criminal Informants and Accomplices

When attempting to break up criminal and terrorist conspiracies and prevent terrorist crimes, the police often need to rely on the testimonies of co-defendants and accomplices willing to cooperate and provide evidence against their former associates. The use of criminal informants and accomplices is usually considered essential to the successful detection and prosecution of terrorism and organised crime. As a



result, various international agreements and conventions actively promote these methods. National laws are sometimes also necessary to authorise these practices and to determine how and when evidence obtained through such sources can be used against the accused.

Because of the importance of accomplice testimony in cases involving terrorism, plea bargaining and offers of immunity or leniency often play a crucial role in the gathering of evidence and the successful prosecution of these cases. Therefore, in practice, witness protection measures, as a means of eliciting cooperation from criminal informants, are intertwined with other measures such as plea bargaining, immunity from prosecution and reduced sentences.

**(iv) Use of Modern Investigation Techniques**

The effectiveness of techniques such as electronic surveillance, undercover operations and controlled deliveries cannot be over-emphasised. Those techniques are especially useful in dealing with sophisticated groups because of the inherent difficulties and dangers involved in gaining access to information and gathering intelligence on their operations. Technological advances such as cross-border surveillance using satellites and the interception of telephone conversations through satellite connections make cross-border investigation possible without the physical presence of a foreign investigating officer (Akinade, A., 2012).

Domestic arrangements and legislation relating to these techniques must be reviewed to reflect technological developments, taking full account of any human rights implications and the need to facilitate international cooperation. Wherever special investigation techniques have the potential to interfere with guaranteed rights, they must be subject to effective control by bodies independent of the person or agency implementing them.

New technological developments and modern methods of investigation have created new issues with respect to the legitimacy of these methods and the protection of the rights of the individuals involved in the course of an investigation. The police, prosecutors and the courts have a duty to ensure that these methods are used lawfully and in accordance with applicable human rights standards. Prosecutors must be very vigilant in their use of evidence obtained through such modern methods. The legal basis for cooperation in criminal matters for officers acting under cover or under an assumed identity is not always strong. For prosecutors and courts, there are questions about the admissibility of evidence collected in other states through methods that are not necessarily acceptable in their own state, and about the use of

evidence obtained by officials in another state in violation of the law of that state. The verification of the legitimacy of evidence obtained as a result of international police cooperation is certainly not without procedural and practical difficulties.

**STRATEGIC TARGETING**

Strategic targeting and prioritisation are other critical roles of intelligence. Law enforcement agencies with tight budgets and personnel reductions or shortages must use their available resources carefully, targeting individual, locations and operations that promise the results and best chances for success. Case or lead overloads can reduce investigators efficiency unless they know how to identify the most fruitful leads intelligence that enables officers to work efficiently.

For example, to help fight terrorism and domestic extremism security agencies examine group characteristics, consequences to determine which group pose the greatest threat to the state. By reviewing and comparing this information, the agency can prioritise which group require the earliest intervention. In addition, response strategies can be selected based on an understanding of the group activities and an awareness of what resources are available. To most people, including criminal investigators, the term criminal intelligence conjures up images of collator style systems used to store and retrieve the information to be collected about crimes and criminals. As the volume and variety of the information to be collected has expanded, more and more complex system are introduced to assist with its storage and retrieval.

Collecting information in itself does not result in obtaining intelligence, intelligence must be properly evaluated before it can be acted upon. The value of criminal intelligence can be enhanced further by analysis. When available intelligence is too complex and large in volume for simple action, it must be analysed in order for meaningful results to be obtained.

Currently, insufficient use can be made of the information we collect on crime or criminals to develop real criminal intelligence either by their customer the operational criminal investigators. Even with all the new systems for storage and easy access to criminal intelligence, investigators can still fail to make real use of this invaluable resource other than as a ready reference to the facts unless they properly evaluate this information and use analysts to analyse the intelligence that this process produces.

Criminal intelligence analysis CIA is a philosophy which sets out how we can approach the investigation of crime and criminals by using the intelligence and information that we have collected concerning them. It



provides techniques that structure our natural deductive powers thought processes, the natural intuition which proficient investigators use subconsciously all the time. It also provides tools that help us to understand the information we collect and to communicate that understanding to others.

The criminal intelligence analyst is every bit as much an investigator of crime as the operational investigators. The key to CIA being of value as an operational tool is that the results of analysis have to be of direct value to the investigation. It follows then that the best result can only be achieved when the analyst and investigator work together in partnership integral parts of the same team.

In the same way, the analyst and detective need to share many of the same skills needed to be good criminal investigators. The basic problem for the intelligence and information together in an organised way so that the difficult task of extracting meaning from the assembled information is made easier. Only when the proper explanation of what the original information means has been derived can this intelligence be put to practical use. The techniques and system embodied in this manual are practical tools, which can be of value in any investigation.

#### **INTELLIGENCE ANALYSTS AND ORGANISED CRIME**

The advent of criminal intelligence analysis is directly linked to the transformation of individual crime into organised or group crime. The effective use of intelligence is crucial to a law enforcement agency ability to combat criminal groups. Intelligence analysis also provides the agency with the knowledge required for effective management of its resources. With appropriate tasking, the product of intelligence analysis can assist in developing strategic plans to tackle current problems and prepare for future anticipated ones.

Criminal intelligence analysis permits law enforcement authorities to establish a proactive response to crime. It enables them to identify and understand criminal groups operating in their areas. The use of criminal intelligence analysis is appropriate to targets for investigation, surveillance operations and the persecution of cases, it also provides law enforcement with hints on how to manage resources, budget and meet their responsibility for crime prevention.

Criminal groups continue to be involved in ventures such as trafficking in human beings, drug trafficking, extortion, fraud and murder. Some are now moving into new criminal enterprise such as high technology crime.

The explosion of interest resources in the last few years has opened new opportunities for financial gain for criminals. This escalation of high technology crime is a challenging and relatively new arena for law enforcement.

Criminal organisations are more sophisticated and dynamic than ever before. The challenge for law enforcement is to be prepared for this increasing sophisticated in order to reduce the impact of criminal activities on the communities and societies.

In order to accomplish this, law enforcement agencies need forward looking, assertive and comprehensive strategies to counteract the threat of organised crime groups. Criminal intelligence analysis, when tasked and used effectively, can be a major asset in the law enforcement arsenal. Countries with greater experience within criminal intelligence such as the United Kingdom have developed national intelligence models to help standardise how criminal intelligence is used.

Information technology is very much key to intelligence sharing particularly in this age of sophisticated multinational crime including terrorism. A failure to share intelligence and information effectively limits the efforts of all states in combating.

#### **INTERPERSONAL SKILLS TRAINING AND SECURITY PRACTICES**

Effective security occurs when security officers and member of the public partner to create safe and crime free communities. This partnership requires that officers display not only strong technical capabilities but interpersonal and intelligence skills. Therefore, security agencies and law enforcement agencies must train their officers and operatives on how to interact effectively with the public.

Technical and interpersonal skills form the basis of all security and intelligence work. Any well-established security organisation must train and evaluates all its employees for their technical tactical and legal abilities. Unfortunately, many security agencies do not concentrate on training and evaluating officers and operatives interpersonal and intelligence skills (e.g. active listening, problem solving persuasion and conflict management). When officers and operatives cannot communicate with the poor public, poor community relations will hinder even the most technical proficient department.

#### **CONCLUSION**

Counter-terrorism, criminal intelligence and security management require capacity building in the form of training, education and management development programmes. The training and educational programme are designed to develop, refine and strengthen



## The Role of Training, Education and Manpower Development...

strategies for effective and efficient performance of security personnel who engage in counter terrorism and while criminal intelligence to carry out their tasks through training, education and manpower development programmes security personnel familiarize themselves with the knowledge, skill, and dispositions for successful best practices in counter terrorism and effective security management. These modern techniques of the training and education enable the security personnel to improve the quality

effectiveness of security services and prepare them for higher professional practice. The outcome of the training and education of the security personnel cause understanding of the modern principles and practice of delivery and expose them to current best practices of world – class. They are able to understand and exchange information and experiences and the development and implementation of policies, procedures and processes involve in security practices

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