



Higher National Unit specification: general information

Unit title: Advanced Intelligence Analysis

Unit code: H1TC 36

Superclass: QH

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Unit purpose

The purpose of this Unit is to enable candidates to function within an intelligence-led environment by developing the skills, behaviours and knowledge required to undertake strategic and advanced intelligence analysis in organisations. It will enable them to evaluate and organise complex information and intelligence to formulate strategic analytical products. It will also enable them to devise evidential analytical products and develop the skills and behaviours needed to make effective appearances in an inquiry, tribunal, court or other similar situations where they have to present and defend their evidence in a convincing way.

The Unit is aimed at candidates who have some experience of working as intelligence analysts, which could be in one of a number of different organisational contexts. Candidates will already have developed some of the skills, behaviours and knowledge associated with the analysis of information and intelligence at tactical levels in an organisation. Successful completion of this Unit will enable candidates to expand their existing range of skills, behaviours and knowledge at tactical level to include strategic analysis.

On completion of the Unit the candidate should be able to:

- 1 Evaluate complex information and intelligence.
- 2 Present and defend evidential analytical products.

General information (cont)

Recommended prior knowledge and skills

It is recommended that candidates undertaking this Unit possess good written and verbal communication skills to a level equivalent to at least SCQF level 6. This could be evidenced by the Unit D5P3 34 *Communication: Presenting Complex Communication for Vocational Purposes*, or an equivalent Unit. Candidates should have some experience of the work of an analyst in an intelligence-led environment and possess some of the skills, behaviours and knowledge required to analyse information and intelligence at a tactical level. This could be evidenced by the Unit *Intelligence Analysis* or by appropriate experience in the workplace. In addition, candidates should be able to demonstrate that they have the capability to undertake a Unit at SCQF level 9. This could be shown by the achievement of the Unit *Intelligence Analysis* or other qualifications equivalent to SCQF level 8 or above.

Credit points and level

3 Higher National Unit credits at SCQF level 9: (24 SCQF credit points at SCQF level 9*)

**SCQF credit points are used to allocate credit to qualifications in the Scottish Credit and Qualifications Framework (SCQF). Each qualification in the Framework is allocated a number of SCQF credit points at an SCQF level. There are 12 SCQF levels, ranging from Access 1 to Doctorates.*

Core Skills

Opportunities to develop aspects of Core Skills are highlighted in the Support Notes of this Unit specification.

There is no automatic certification of Core Skills or Core Skill components in this Unit.

Context for delivery

If this Unit is delivered as part of a Group Award, it is recommended that it should be taught and assessed within the subject area of the Group Award to which it contributes.

Higher National Unit specification: statement of standards

Unit title: Advanced Intelligence Analysis

Unit code: H1TC 36

The sections of the Unit stating the Outcomes, Knowledge and/or Skills, and Evidence Requirements are mandatory.

Please refer to *Evidence Requirements for the Unit* after the Outcomes.

Outcome 1

Evaluate complex information and intelligence.

Knowledge and/or Skills

- ◆ Data manipulation
- ◆ Techniques for monitoring strategic information and intelligence
- ◆ Strategic analysis techniques
- ◆ Strategic analytical products
- ◆ Strategic analytical reports
- ◆ Strategic partnership working

Outcome 2

Present and defend evidential analytical products.

Knowledge and/or Skills

- ◆ Evidential statements
- ◆ Evidential analytical products
- ◆ Relevant communication and interpersonal skills

Higher National Unit specification: statement of standards (cont)

Unit title: Advanced Intelligence Analysis

Evidence Requirements for the Unit

Candidates will need to provide evidence to demonstrate their Knowledge and/or Skills by showing that they can evaluate complex information and intelligence, including the manipulation of large amounts of data, and use this to formulate strategic analytical products. They will need also to show that they can prepare evidential analytical products and present these in a relevant simulated environment.

For Outcome 1 candidates will be expected to provide i) a Terms of Reference (ToR) for a strategic analytical product and ii) a full strategic analytical product which follows the Terms of Reference. Both of these should be based on an issue which requires large quantities of information and intelligence to be evaluated at a strategic level within an actual organisation.

In addition, candidates must demonstrate that they can use advanced techniques to manipulate data using a spreadsheet. The Terms of Reference and the ensuing strategic analytical product should be based on a requirement to analyse information and intelligence at a strategic level within an actual organisation.

i) The Terms of Reference document must be justified and relate to the strategic product. It should follow a recognised format and be logically structured. The purpose of the document should be clearly identified and the context and scope of the issue with which it deals should be fully explained. It must also include:

- ◆ a reasoned justification of the project plan to cover resources required, timescale and key deadlines, and any possible factors which may affect the timescale
- ◆ a clear, accurate and valid statement of the ownership of the document, relevant stakeholders and dissemination methods
- ◆ a data collection plan which identifies and justifies the data required, sources of data, authorities required and timescales for data collection

ii) The strategic analytical product should take the form of an analytical report which should be logically structured, collated, and organise information in a valid and comprehensible fashion. It should be based on the Terms of Reference document above and should demonstrate that these Terms of Reference have been met.

Higher National Unit specification: statement of standards (cont)

Unit title: Advanced Intelligence Analysis

In addition, it should:

- ◆ make use of a variety of data sources, including ones outwith the organisation, which follow from the data collection plan
- ◆ correctly mark all documents using a recognised system
- ◆ evaluate the quality of the data using a recognised intelligence methodology
- ◆ explain, and take into account, any limitations of or discrepancies in the data
- ◆ draw clear and concise inferences using a suitable technique which are supported by the analysis and by suitable quantitative data
- ◆ make use of suitable analytical techniques, including a risk analysis model
- ◆ identify, and justify, relevant future trends which take into account external variables and social and demographic factors
- ◆ identify and justify control measures which could be used for the analysis of results
- ◆ make valid strategic recommendations based on the analysis which are consistent with a recognised recommendation structure

In order to demonstrate that they can manipulate data using advanced techniques candidates must make use of a spreadsheet and show that they can:

- ◆ use suitable features of the software to manipulate large quantities of data
- ◆ create suitable formulae
- ◆ format data to meet specified requirements

For Outcome 2, candidates must present evidential analytical products in a relevant simulated environment. This environment must simulate a situation where the candidate has to present evidence on behalf of her/his organisation to support a case or an argument. The evidence should be presented to others, some of whom should ask hostile questions. Candidates would expect to be subjected to intensive questioning about their evidence and would be required to justify its reliability and validity. To achieve this Outcome, candidates must:

- ◆ prepare an evidential statement which is in accordance with recognised organisational standards and is based on an analytical product which is suitable for evidential purposes
- ◆ provide valid reasons to justify the evidential statement and the evidential analytical product
- ◆ use appropriate communication and interpersonal skills to present their findings clearly and effectively
- ◆ respond to hostile and non-hostile questions by providing accurate responses in a concise and articulate manner which allows them to defend their evidential statements in a manner appropriate to the situation
- ◆ present themselves and act in a manner which is suitable for the situation

Higher National Unit specification: support notes

Unit title: Advanced Intelligence Analysis

This part of the Unit specification is offered as guidance. The support notes are not mandatory.

While the exact time allocated to this Unit is at the discretion of the centre, the notional design length is 120 hours.

Guidance on the content and context for this Unit

The Unit may be part of a Group Award such as the *Professional Development Award in Intelligence Analysis* at SCQF level 9. It focuses on the analysis of strategic issues which may affect an organisation. It is thus concerned with strategic analytical products which could relate to periods of 5, 10 or 15 years into the future.

It is suitable for candidates who have some experience of working in intelligence analysis and who have experience in analysis at tactical levels. This could be in a variety of organisational contexts including, for example, law enforcement, environmental protection, border control and financial services. Candidates could, therefore, be connected to a range of different organisations such as the police service, the prison service, environmental protection agencies, banks and government agencies such as those responsible for immigration and border control.

Candidates may well undertake the Unit as part of a recognised training programme. The Unit may be taken on a stand-alone basis but may also be combined with the Unit *Intelligence Analysis* as part of a structured development programme. Where this is the case, candidates should complete *Intelligence Analysis* before moving on to *Advanced Intelligence Analysis*. This is because this Unit deals with strategic analysis of intelligence and information. *Intelligence Analysis* deals with analysis at tactical levels within organisations and provides a foundation which can be taken forward in this Unit.

The Unit is specifically designed to enable candidates to progress from the Unit *Intelligence Analysis*, and further develop the behaviours, skills and knowledge which they will need to work as intelligence analysts. Through this Unit, candidates will enhance their capabilities as analysts in three main ways. Firstly, they will expand the data manipulation skills which they have used at tactical level and which form the basis of the Unit *Intelligence Analysis*. They will develop additional skills in using software to handle data and will become familiar with handling large quantities of data. Secondly, they will develop new skills, behaviours and knowledge in the strategic analysis of data which will involve them in analysing very large quantities of complex data and making use of sophisticated strategic analysis techniques. This second aspect in particular makes this a more challenging and demanding Unit than *Intelligence Analysis*. In addition, strategic analysis by its very nature requires candidates to deal with unpredictability. Thirdly, candidates will enhance their presentational skills by presenting evidential analytical products in a challenging environment.

Outcome 1 deals with strategic analysis. Strategic analysis is taken to refer to analysis which utilises intelligence to identify and address long term potential scenarios that an organisation needs to prepare for. Outcome 2 is about presenting evidential analytical products which may be strategic or tactical depending on the situation of the candidate.

Higher National Unit specification: support notes (cont)

Unit title: Advanced Intelligence Analysis

Candidates will be expected to apply the material in the Unit to real work situations with which they are familiar. Candidates who successfully complete the Unit should be confident in developing strategic analytical products through evaluating and manipulating complex information and intelligence and by using recognised planning and strategic models and techniques. They should have expanded their range of the skills, behaviours and knowledge required of analysts in an intelligence-led environment. As a result, they should be able to make a more effective and comprehensive contribution in their job role and be equipped to undertake more senior analyst roles.

The Unit covers a number of techniques and models which can be used to undertake strategic and advanced intelligence analysis. Candidates will be expected to use these to analyse and interpret intelligence and information and create strategic analytical and evidential products. These will be produced in accordance with recognised conventions and candidates will need to make use of suitable software in order to do this.

Candidates will also be required to present evidential analytical products to others in a situation which is relevant to their own organisation: In the police service, for example, this would be a courtroom. Intelligence analysts in other organisations might also be required to present evidence in a court. Environmental protection agencies, for example, may be involved in court proceedings relating to breaches of environmental legislation. Intelligence analysts could also be involved in quasi-judicial proceedings such as tribunals. They might also be required to present evidence at internal or external inquiries set up to examine a particular situation. External inquiries could include ones inaugurated by governments while internal inquiries could be a response to public concern about some aspect of the organisation's activities, as has sometimes been the case in the health service. A common feature of all of these is that intelligence analysts could be faced with persistent, and possibly hostile, questioning about the evidential products that they present. Intelligence analysts, therefore, have to be able to fully justify the evidence they are presenting and may have to do this in situations that have a high public profile.

Intelligence analysts could also be required to present evidence to internal groups within their organisations. These could take a variety of forms including established committees reporting to senior management or *ad hoc* groups set up to explore a future direction for the organisation. The atmosphere of these sessions might be less adversarial than could be case in judicial or quasi-judicial settings but the questioning could be equally intensive and searching.

The following notes give some additional information on each Outcome. Throughout, the Unit should relate to legislation and practice current at the time of delivery.

It is expected that most or all of the following content would be relevant to achieving the Unit in a range of different contexts. The content is illustrative and can be tailored to the particular circumstances of the context in which the Unit is delivered.

Higher National Unit specification: support notes (cont)

Unit title: Advanced Intelligence Analysis

Outcome 1

Data manipulation: advanced spreadsheet techniques; advanced quantitative analysis; use for evidential purposes.

Techniques for monitoring strategic information: SWOT analysis; risk analysis; competing hypotheses; horizon scanning.

Strategic analysis techniques: demographic and social trend analysis — demographic trends, social trends, impact on long term issues; market profiling — market trends, causal factors in market trends; business planning — business planning and performance management, business planning cycle, business drivers.

Strategic analytical products: key elements; role of manager, client and customer; national strategic assessment; national business planning.

Strategic analytical reports: Terms of Reference (ToR); planning framework; communications strategy; stakeholder mapping.

Strategic partnership working: partner agencies; sharing information.

Outcome 2

Evidential statements: relevant protocols.

Evidential analytical products: format; presentation.

Presentation of evidential analytical products: justification of analytical products; presentation skills.

Guidance on the delivery of this Unit

This Unit can be delivered using a variety of learning and teaching methods, which can be adjusted to suit the different requirements of the different components of the Unit. Throughout, candidates can be encouraged to take responsibility for their own learning and to develop appropriate learning and study skills.

This Unit builds on the Unit *Intelligence Analysis*, and delivery should take account of the skills, behaviours and knowledge which candidates have already acquired. The early part of the Unit takes forward the tactical approach of *Intelligence Analysis* into more complex areas while the latter parts move into more advanced strategic analysis. Candidates can be directed towards suitable literature sources on strategy development and strategic planning which they can consult and assimilate for themselves.

Delivery methods can include lecturer-mediated discussion supported by practical work. Practical work can also help candidates make connections between the Unit and their work role. Candidates can be given practical exercises which match the types of analysis which they are likely to meet in a work environment.

Higher National Unit specification: support notes (cont)

Unit title: Advanced Intelligence Analysis

Practical exercises also provide opportunities for candidates to practise strategic analytical techniques and to develop their information and communications technology skills, eg in spreadsheet manipulation. Candidates are also likely to benefit from opportunities during delivery to practise presenting evidential analytical products.

Group work can form a significant part of the delivery process. Working in syndicates helps candidates to hone their general skills in working with others. It also helps them to build on their skills and behaviours associated with presenting ideas to others and justifying them in the light of questioning. Presenting evidential analytical products is a critical part of this Unit and skills in doing this can be developed if candidates become involved in presenting the conclusions of their syndicate group to members of other groups.

Working with others is an important facet of the work of an intelligence analyst particularly at strategic level where co-operation between analysts in different parts of an organisation or in other organisations may be vital to a valid assessment of likely future trends. Group work can promote skills development in this aspect of professional practice and it can also help candidates develop the types of behaviour needed to work effectively with stakeholders. Active co-operation with stakeholders is especially important at a strategic level.

The traditional face-to-face learning environment could be supplemented with a virtual learning environment if desired.

Guidance on the assessment of this Unit

Assessment for this Unit requires candidates to prepare a strategic analytical product that may be based upon their own or another organisation for which they have access to suitable information and intelligence. It also requires candidates to prepare, present and defend an evidential statement. This evidential statement should be appropriate to the context in which the evidence would be presented, and so while some candidates may base the evidential statement upon the strategic product developed in this Unit, others may base it upon other, possibly tactical, analytical products.

Higher National Unit specification: support notes (cont)

Unit title: Advanced Intelligence Analysis

Assessment Guidelines

Outcome 1

Candidates must prepare a strategic analytical product which must include valid Terms of Reference. Candidates must also demonstrate that they can use spreadsheets to manipulate data in order to develop strategic analytical products.

Candidates can prepare the strategic analytical product based on a work situation with which they are familiar. This assessment involves candidates working on a project for which they will have to prepare a plan, the first stage being the development of suitable Terms of Reference. Given the significance of these to the remainder of the project work, it is likely to be beneficial if candidates successfully complete this part of the summative assessment before going on the remainder of their work on the strategic analytical product.

It is likely that candidates will choose their own project, possibly in conjunction with their line manager, but assessors may also wish to discuss options with candidates before they make a final choice. It is likely that candidates will choose a project in their own organisation but, if they wished to do so, they could select a project in another organisation. Where candidates do opt for this, it would be necessary for assessors to be certain that candidates would have access to all the information and intelligence that they would need to complete the project.

To ensure that candidates have made a suitable choice of project, whatever organisation they choose, assessors may wish to formally approve the project before the candidate begins detailed work on the Terms of Reference. This should ensure that any potential difficulties are identified and resolved in advance and that candidates will be in a position to successfully complete the assessment. It should also ensure that the project is at the right level for the requirements of the Unit.

Data manipulation can be assessed through practical exercises which can be integrated into the delivery process.

Formative assessment can also mirror the work that candidates can do in an intelligence-led work environment. Practical exercises can play an important role in this while helping to reinforce learning. In addition, they can help candidates reflect on their learning and how it can be applied in their own particular work situation.

Outcome 2

For this Outcome, candidates must present evidential statements which they may base upon any relevant analytical products, and this Outcome requires to be assessed in a simulated environment relevant to the candidate's role as an analyst. For this assessment a suitable simulated environment will need to be provided. For candidates in the police service, this would be a simulated courtroom environment which might also be appropriate for candidates from other organisations who may have to present analytical products in a judicial or quasi-judicial environment.

Higher National Unit specification: support notes (cont)

Unit title: Advanced Intelligence Analysis

Online and Distance Learning

There are opportunities for online and distance learning and assessment in this Unit. It would be possible, if desired, to co-ordinate a learning and teaching/assessment programme through a virtual learning environment. Suitable arrangements would have to be made for the assessment of Outcome 2 which requires a presentation in a simulated environment relevant to the candidate. Further advice is available in the SQA publication *Assessment and Quality Assurance for Open and Distance Learning*.

Opportunities for developing Core Skills

The Outcomes of this Unit provide opportunities for developing all components of all five Core Skills at SCQF Level 6.

Communication: Oral Communication at SCQF level 6

As part of the Unit, candidates are required to present evidential analytical products in a relevant simulated environment. They will be required to justify the analytical products and respond to questioning which could be hostile. They will be required to use vocabulary, register and sentence structure appropriate to the environment and take into account audience reaction during the delivery of the presentation. Evidential analytical products are complex and the environment is such that evidence must be presented clearly and in a comprehensible manner in order to ensure that a valid decision, which could be judicial, is reached. Candidates must, therefore, carefully organise and structure their information to ensure that they convey all essential information and ideas.

Communication: Written Communication (Reading) at SCQF level 6

In order to complete the Unit, candidates will have to acquire background knowledge of strategic concepts and models and techniques associated with long-term business planning and performance. This will require them to read written text which explores different aspects of strategy and how this is applied to intelligence analysis. These texts are likely to involve structured and detailed explanations which deal with the potential impact of many variables.

Communication: Written Communication (Writing) at SCQF level 6

Candidates must present a strategic analytical product in the form of an analytical report, in which the Terms of Reference are crucial. This requires them to organise a substantial body of material in a logical order so that essential information is incorporated and suitable recommendations are made. They are expected to use a structure which reflects the stages of information and intelligence gathering and good practice in strategic intelligence analysis. This will require them to make use of complex language and specialist vocabulary.

Higher National Unit specification: support notes (cont)

Unit title: Advanced Intelligence Analysis

Numeracy: Using Number at SCQF level 6

This Unit is about strategic analysis which requires candidates to process large amounts of complex information and intelligence which they must then analyse and draw inferences from. These, in turn, can form the basis of recommendations about future actions. The information and intelligence can include numerical data which candidates must organise and interpret to identify relevant relationships between variables. They must present a strategic analytical product which will require them to research quantitative and qualitative data from their organisation and its context in order that they can make recommendations for the future.

Numeracy: Using Graphical Communication at SCQF level 6

Candidates must present a strategic analytical product which could, depending on the strategic analytical techniques used, contain information presented in the form of charts or graphs. Graphical presentation methods may also enable candidates to present the results of their strategic analysis in a form which is more readily comprehensible to the intended audience. Candidates must gather and interpret information and intelligence, decide which analytical technique to use and which form of presentation is most suitable.

Information and Communication Technology: Accessing Information at SCQF level 6

Candidates must present a strategic analytical product which requires them to make recommendations to address long term strategic issues which their organisation may have to cope with in the future. Gathering sufficient and suitable information and intelligence is an important part of this and candidates will have to make use of ICT equipment and software to carry out searches which may well be complex. This will require them to select and use suitable software and ensure that data is well managed as some of it is likely to be confidential. Candidates must also determine the extent to which the information and intelligence they gather is fit for purpose by assessing the quality of data sources.

Information and Communication Technology: Providing/Creating Information at SCQF level 6

As part of this Unit, candidates are required to demonstrate that they can manipulate intelligence data using appropriate software, particularly spreadsheet software. This data can then be used to support recommendations in a strategic analytical product which will require candidates to interpret, analyse and draw conclusions from the information and intelligence. Candidates will be expected to take responsibility for their ICT work, for example, by selecting appropriate software and presenting information in recognised, appropriate formats.

Higher National Unit specification: support notes (cont)

Unit title: Advanced Intelligence Analysis

Problem Solving: Critical Thinking at SCQF level 6

In order to complete the Unit, candidates will have to analyse complex situations in order to develop strategic analytical products and the Terms of Reference on which they are based. They will also have to prepare evidential analytical products. In order to do this successfully, they will be expected to gather information and intelligence which will enable them to identify the factors involved in the situation. They will have to assess the relevance of the factors and select suitable techniques to analyse the factors. They will then be required to make recommendations based on their analysis. The analysis of information and intelligence at strategic level can be particularly complex and involve many variables. Candidates will have to draw inferences from information and intelligence and make use of analytical techniques to work out the relationships between the variables.

Problem Solving: Planning and Organising at SCQF level 6

In order to create a strategic analytical product candidates will have to undertake a project which means that they will have to plan, organise and complete a complex task. A strategic analytical product involves a large number of variables and will require candidates to identify resources and plan and collect data from a variety of sources. Candidates will have to set timescales for data collection and for the production of the strategic analytical product. They will also have to decide how to manage and carry out the plan.

Problem Solving: Reviewing and Evaluating at SCQF level 6

In order to provide a strategic analytical product, candidates will have to deal with complex situations involving large quantities of data and many variables. They will be expected to make use of a suitable problem-solving strategy and assess its usefulness to the situation. They will also be expected to gather information and intelligence and assess its quality and value. They will be expected to draw inferences from the information and intelligence and make use of appropriate analytical techniques. From their analysis they will be expected to make valid and justifiable recommendations for the future of the organisation.

Working with Others: Working Co-operatively with Others at SCQF level 6

Strategic intelligence analysis requires, by its very nature, that analysts take into account all factors which might impinge on their organisation in forthcoming time periods, which could be as long as 15 years. This requires that they work with stakeholders and with other analysts to ensure that all relevant factors are taken into account. The strategic analytical product requires candidates to analyse a strategic issue which will require them to co-operate with others to, for example, access relevant data. The strategic analytical product is developed in response to the requirements of an organisation, and it will be necessary to work with others in the organisation to ensure that the outputs are fit for the organisation's purpose(s). The delivery of the Unit is likely to involve syndicate exercises which will help candidates to develop skills in working with others. During these exercises candidates will have to negotiate their role and ensure that they adapt their behaviour to meet the needs of analyst colleagues and other stakeholders. They will also have to negotiate suitable working methods and promote working methods that encourage others and lead to a consensus.

Higher National Unit specification: support notes (cont)

Unit title: Advanced Intelligence Analysis

Working with Others: Reviewing Co-operative Contribution at SCQF level 6

When the strategic analytical product is complete, good practice suggests that candidates should review the process which they undertook to prepare it. Part of this review will include the extent to which co-operation with stakeholders and others was effective. This will require candidates to decide on suitable evaluative criteria and evaluate the co-operation in the light of these criteria. The conclusions which stem from this evaluation can be used as learning to enhance future professional practice. Review is a major aspect of strategic analysis because it concerns the future and, as events unfold, there are continual opportunities to review previous strategic analytical products in the light of what has actually taken place. This includes reviewing the effectiveness of working with others. Where the delivery of the Unit involves syndicate exercises, which is likely because of the need to emphasise the importance of co-operating with others in strategic analysis, candidates will have opportunities to evaluate the success of syndicate work in terms of how well members worked together and their own contribution to the work of the syndicate. They will have opportunities to apply the conclusions they draw in subsequent syndicate work.

Disabled candidates and/or those with additional support needs

The additional support needs of individual candidates should be taken into account when planning learning experiences, selecting assessment instruments, or considering whether any reasonable adjustments may be required. Further advice can be found on our website www.sqa.org.uk/assessmentarrangements

History of changes to Unit

Version	Description of change	Date

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General information for candidates

Unit title: Advanced Intelligence Analysis

This Unit is a three credit Unit at SCQF level 9 and is designed to enable you to develop the skills required to evaluate information and intelligence at a strategic level within an organisation. It will enable you to build on and extend the skills, behaviours and knowledge that you need to fulfil all the functions of an analyst within an intelligence-led environment. It will enable you to apply advanced techniques to complex information and intelligence and to use strategic models and techniques to create strategic analytical products.

Strategic analytical products can be complex and involve considerable amounts of data. This Unit will enable you to become familiar with advanced techniques of using software such as spreadsheets, as a result of which you will be able to manipulate complex data to help you interpret and analyse the information and intelligence that you have. The Unit also gives you the opportunity to present evidential products which you will require to do if you have to give evidence in an inquiry, a tribunal, a court or other similar situations. The Unit enables you to develop the skills and behaviours you need to make effective appearances in such circumstances.

You will cover the evaluation of complex information and intelligence and find out how to produce strategic analytical products. You will cover the techniques and models needed to do this so that you will be able to make strategic recommendations based on your analysis. You will also explore the presentation of evidential analytical products in a relevant setting. Overall, therefore, the Unit will contribute to your development as an intelligence analyst by giving you a wider range of capabilities and further developing your existing skills, behaviours and knowledge.

The Unit has two Outcomes. The first is about the evaluation of strategic information and intelligence and takes this forward into the formulation of strategic analytical products which relate to the long term future of an organisation. This Outcome requires you to apply key principles and techniques of intelligence analysis at a strategic level in an organisation. The second Outcome is about the presentation of evidential analytical products. Practical exercises will help develop your skills, knowledge and understanding for both Outcomes.

For successful completion of the Unit, you will be required to provide evidence that you can undertake analysis at strategic levels in an organisation. You will be expected to provide evidence in the form of a strategic analytical product for which you will be expected to devise suitable Terms of Reference. This will involve undertaking a project which will be directly linked to a work situation with which you are familiar. You will also have to demonstrate that you can use software to manipulate data and that you can present evidential analytical products in an environment relevant to your work as an analyst. This will, however, be a simulated environment.

You will complete the Unit if the evidence which you submit for assessment is considered satisfactory in terms of the standards set by the Unit.