



## **LATEST DEVELOPMENTS AND BEST PRACTICES FOR PCO, IACOP, AND CAIA**

**Date:** November 18, 2024

*Disclaimer: This briefing note contains the encapsulation of views presented by the speaker and does not exclusively represent the views of the Canadian Association for Security and Intelligence Studies.*

### **KEY EVENTS**

On November 18, 2024, Dr. Hugh Henry presented *Latest Developments and Best Practices for PCO, IACOP, and CAIA* for this year's West Coast Security Conference. The key points discussed were why an Intelligence Analyst Community of Practice (IACOP) is necessary, what the IACOP is working on to better the intelligence space, and how the IACOP operates.

### **NATURE OF DISCUSSION**

IACOP is an organization intended to enhance and streamline the intelligence analysis practices of Canada's intelligence and policing agencies. Dr. Henry delved into proposed initiatives, policies, and career progression frameworks that would empower the staff of Canada's intelligence agencies and provide them with skills to become better analysts. In the future, IACOP intends to address Open-Source Intelligence (OSINT) capabilities and provide support to internal/external experts. All of these measures are in part due to the changes in the intelligence environment and to better address Canada's intelligence priorities.

### **BACKGROUND**

IACOP has created an unclassified guideline dictionary of Intelligence Analyst Competencies for Canadian agencies to refer to in their daily work and is meant to be used as an "80%" solution that can be adapted to their own mandates. Furthermore, in 2025 IACOP is drafting other unclassified standardization documents intended to guide intelligence agencies, such as Intelligence Definitions, Principles of Intelligence Analysis, Communicating Analytic Uncertainty, Introduction to the Analytic Workflow, and a Writing Guide for Intelligence Analysts. IACOP intends to produce materials that analysts can

quickly refer to in their daily work. Aside from assisting intelligence agencies, IACOP has enacted a program with the Federal Student Work Experience Program to get students involved in the intelligence field and develop their skills while completing work programs.

IACOP is also in the midst of constructing a career progression framework to help analysts improve, reach career goals, and expand their knowledge base. This would include lateral movements in and out of the intelligence sphere as well as among agencies, therefore boosting analysts' skills and knowledge. IACOP is developing hands-on tools that analysts can use to chart potential career pathways, areas of specialization, and career aspirations, and in doing so increase retention within the security and intelligence sector of the public and private sectors. Dr. Henry mentions formal and informal learning through on-the-job experience such as self-guided learning and job aided resources. The Canadian Academy of Intelligence Analysts (CAIA) is now combined with IACOP in the same division in the Privy Council Office (PCO). This allows for IACOP and CAIA to better align their guidelines and training course to the benefit of the security and intelligence community. CASIS Vancouver has assisted IACOP by reviewing the standards and guidelines drafts. IACOP and CAIA are considering collaboration with several training partners such as CASIS Vancouver and the Canadian Forces Intelligence Command to add additional external training to equip analysts with the skills and knowledge to become proficient in intelligence work.

### **KEY POINTS OF DISCUSSION**

- IACOP is a federal government community of practice looking to address gaps in the Canadian intelligence field and see how they can be resolved and strengthened to create a stronger Canadian intelligence analysis network.
- IACOP is spearheading several programs and initiatives to increase analyst training and enmesh them in multiple agencies and environments to further their proficiencies.
- IACOP also focuses on organizing events related to certain to Canadian Intelligence Priorities, while also gathering the contact information for specialists in on these priorities, such as OSINT.

### **RECOMMENDED READING**

Gilmour, J. (2023, September) Does Canada need an overarching intelligence review and reset?. Canadian Global Affairs Institute.

[https://www.cgai.ca/does\\_canada\\_need\\_an\\_overarching\\_intelligence\\_review\\_and\\_reset](https://www.cgai.ca/does_canada_need_an_overarching_intelligence_review_and_reset)

Henry, H. (2024). The Privy Council Office Intelligence Analyst Community Of Practice: Mission, Vision, Role, And Priorities. *The Journal of Intelligence Conflict and Warfare*, 6(3), 247–250.  
<https://doi.org/10.21810/jicw.v6i3.6407>

Pyrik, J. (2015). Communicating risk. In R. Arcos & R. Pherson (Eds.), *Intelligence Communication in the Digital Era: Transforming Security, Defence and Business* (pp. 42-56). Palgrave Pilot, London.  
[https://doi.org/10.1057/9781137523792\\_4](https://doi.org/10.1057/9781137523792_4)



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