The 5th Annual National Intelligence Forum of the Australian Institute of Professional Intelligence Officers

Wednesday 9 November 2016
National Wine Centre
Cnr. Hackney & Botanic Roads
ADELAIDE

Leadership In Intelligence

The institute's annual conference - Intelligence 2016 explores the theme of "Leadership in Intelligence". The Adelaide Forum will serve to develop participants' skills in the areas that were explored in the annual seminar and conference by taking a practical expedition into the challenges that are faced by leaders in the Intelligence field. This will involve participants being guided through a mixture of presentations, practical case studies and workshops, which will explore the challenges, and dimensions of leadership.

SPEAKERS INCLUDE

- **KEY NOTE:** Brett Martin (Asst Commissioner, Smarter Data, ATO)
- Dr Phil Kowalik (President AIPIO)
- Felix Patrikeeff (Adelaide University)
- Wayne Hobbs (Adelaide University)
- Dr Charles Vandepeher (Charles Sturt University)
- Det. Sgt Barry Blundell (eCrime, SAPOL)
- Mariana Zafeirakopoulos (ThinkPlace)
- **EXPERT PANEL:** Leading intelligence - developing and leveraging capabilities to influence outcomes, facilitator: Elaine Ogden (NMI).
AIPIO National Intelligence Forum 2016 - Adelaide

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Australian Institute of Professional Intelligence Officers (AIPIO)

AIPIO is the peak representative body for all intelligence professionals in Australia.

Our vision is to be instrumental in promoting intelligence as a widely recognised profession.

Our goal is to advance the professionalisation of intelligence.

To achieve our vision and goal, AIPIO works to sustain and grow a ‘community of intelligence practitioners’ through advocacy, thought leadership and partner engagement.

The Institute’s membership reflects all domains of intelligence practice including:

• National security
• Defence
• Law Enforcement
• Compliance
• Business and;
• Academia.

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Intelligence 2016
Theme: ‘Leadership’
SAVE THE DATE
22-24 August 2016
Brisbane
QLD
# OFFICIAL PROGRAM
## AIPIO FORUM 2016

*Program speakers and times subject to change*

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
<th>Venue</th>
</tr>
</thead>
<tbody>
<tr>
<td>0815</td>
<td>Registration Opens - Exhibition Area</td>
<td></td>
</tr>
<tr>
<td>0855</td>
<td>Forum Opening - Phil Kowalik</td>
<td>Venue Representative &amp; AIPIO President</td>
</tr>
<tr>
<td>0915</td>
<td>Brett Martin: KEY NOTE PRESENTATION: How to connect better across government and the office to build Intelligence Capability</td>
<td>Deputy Commissioner Smarter Data, ATO</td>
</tr>
<tr>
<td>1000</td>
<td>Morning Tea</td>
<td></td>
</tr>
<tr>
<td>1020</td>
<td>Felix Patrikeeff: Developing leaders</td>
<td>School of Politics and International Studies, University of Adelaide</td>
</tr>
<tr>
<td>1100</td>
<td>Dr Charles Vandepeer: Improving Intelligence capability</td>
<td>Charles Sturt University</td>
</tr>
<tr>
<td>1140</td>
<td>Wayne Hobbs: Judgment-based decision-making and scenario-based planning.</td>
<td>Business School, University of Adelaide</td>
</tr>
<tr>
<td>1220</td>
<td>Lunch</td>
<td>15 min presentation - WYNYARD</td>
</tr>
<tr>
<td>1315</td>
<td>Mariana Zafeirakopoulos: Design principles for intelligence analysis: how design can be used as a tool for analysis and decision-making</td>
<td>ThinkPlace</td>
</tr>
<tr>
<td>1400</td>
<td>Det. Sgt. Barry Blundell: Leading Intelligence in the Cyber Age - partnering to lead successful operations</td>
<td>Electronic Crime Unit, SAPOL</td>
</tr>
<tr>
<td>1445</td>
<td>Afternoon Tea</td>
<td></td>
</tr>
<tr>
<td>1500</td>
<td>Expert panel: “Leading intelligence - developing and leveraging capabilities to influence outcomes”</td>
<td>Facilitated by Elaine Ogden, AIPIO</td>
</tr>
<tr>
<td>1600</td>
<td>Forum Closing - Dr Phil Kowalik</td>
<td>AIPIO President</td>
</tr>
<tr>
<td>1615</td>
<td>Networking Event at Adelaide Wine Centre</td>
<td>All Welcome</td>
</tr>
</tbody>
</table>

0815 onwards: Networking Event at Adelaide Wine Centre All Welcome
KEY NOTE SPEAKER - BRETT MARTIN, Assistant Commissioner Smarter Data

Brett Martin is a senior executive with over 20 years experience in national security, law enforcement and government regulatory organisations that have spanned roles in intelligence, risk management and strategy. Brett is passionate in developing organisations' capability to evaluate its performance, anticipate its environment and deliver innovative strategies.

Brett Martin joined the ATO in 2005. He has worked as Assistant Commissioner in the Serious Non Compliance and then the Aggressive Tax Planning areas of the ATO before turning to the role of General Manager with the Australian Valuation Office (a commercial operation within the ATO providing valuation services and advice to all tiers of government). Following this experience, Brett joined the Indirect Tax business line – with responsibility for the ATO’s risk management across indirect taxes such as GST, Excise, Luxury Car Tax etc. Brett’s current role within the Smarter Data Program focuses on how the ATO approaches risk assessment, intelligence, analytics, information management and technology - to use data in a smarter way to improve decisions, services and compliance.

TOPIC - How to connect better across government & the office to build Intelligence capability
FELIX PATRIKEEFF — Associate Professor Politics and International Studies
Felix Patrikeeff completed his BA in History & Government at the University of Essex, and his D.Phil. in International Relations at St Antony’s College, Oxford. Before coming to the University of Adelaide, he taught at the Universities of Warwick, Oxford and Sydney, and from 1993-1994 served as Programme Director, International Studies at Kolej Antarabangsa, Penang, Malaysia. He has researched, supervised and published widely in the areas of Russian/Eurasian & Asian Studies, Geopolitics, Political Economy, Strategic Studies & International Relations. He is the President of the Australian Institute of International Affairs (SA Branch), Vice-President of The Australasian Association for Communist and Post-Communist Studies and is on the Management Committee of The Australasian Society for Inner Asian Studies

Research Interests
· Strategic culture, leadership and questions of identity in the International Relations of the Asia-Pacific region
· Hong Kong, China and the political economy of transition and accommodation
· The politics of Russia borderlands, Central and Inner Asia
· Émigré politics (with special reference to Russia)
· The political history of the Russian Far East

TOPIC - Developing Leaders.
Dr Charles Vandepeer is a senior lecturer in Intelligence and Security Studies at Charles Sturt University. His career has included service in the Royal Australian Air Force and as a civilian Defence Operations Research scientist. Charles completed his PhD at the University of Adelaide examining intelligence analysis and threat assessment within Australia, the United States and United Kingdom. He has been involved in lecturing and course development at the undergraduate and post-graduate level as well as teaching applied thinking skills in the private, public and not-for-profit sectors. Charles completed his undergraduate degree at the University of the South Pacific (Fiji), where he gained first-hand experience in understanding the power and influence that cultures, mindsets and perspectives can have on how we interpret and interact with the world around us. As a Squadron Leader, Charles served as the senior Air Force lead for Australian and Coalition analytic teams on deployment, gaining operational experience in the Middle East. Charles has spoken and published nationally and internationally on intelligence analysis, operations research, critical thinking and decision-making. He is the author of the book Applied Thinking for Intelligence Analysis and is in the final stages of his next book Asking Good Questions.

**TOPIC - Improving Intelligence Capabilities in Resource - Constrained Environments**

The Nobel-prize winning scientist Patrick Blackett, a key figure in British military science during World War II, argued that often the best approach in war was the better use of the weapons and equipment that armed force *already had*. Operating in a highly constrained resource environment, Blackett's operational scientists helped the British military to achieve numerous capability and tactical improvements through re-thinking existing approaches to problems, often as a result of more effective use of the people and technologies already available. This approach has relevance to capability development and leadership in intelligence; better use of the people, technologies and systems already available to intelligence organisations offer an achievable strategy for improving performance. Whilst many discussions over capability development focus on the acquisition of new technologies, what is often critical to the effective use of intelligence is the ability of intelligence leaders and analysts to think critically, ask insightful questions, and communicate effectively. This presentation draws on these early operational scientists' successes in providing insights into how intelligence capabilities might be improved through more effective use of the skills and technologies already available to intelligence organisations.
WAYNE HOBBS — Visiting Research Fellow, Business School, Adelaide University.
Wayne is currently a visiting research fellow at Adelaide University where he is developing a
course on Judgement Based Decision Making to be presented as part of the University’s MBA
program. The course draws on twenty years of experience as an operations researcher within
the Defence Science and Technology Organisation (DSTO). During this time Wayne held
various positions including the Leadership of the DSTO Operations Research Hub and Head of
Defence’s National Security Program. He is a champion of non-mathematical based OR with a
particular interests in scenario based planning which he taught as part of an elective subject at
the Australian Command and Staff College (ACSC). Wayne also teaches science part time at
Eynesbury College and publishes scenario and campaign books for historical war gaming.

TOPIC - Judgment Based Decision Making and Scenario Based Planning
Sitting on the periphery of Intelligence Analysis I am aware that many of the techniques used on
Operations Research could have some relevance in the Intelligence domain. In fact some
techniques are undoubtedly already employed, but to what extent? Have the advances in
Judgement Based Decision Making, codified within the NATO code of best practice on Soft OR,
filtered through to the various communities that could benefit from the approaches discussed?
So in one sense my objective in this presentation is to initiate this discussion to inform my work
at the University and ensure that it is relevant to the intelligence community.

My experience in Defence is that a great deal of analysis is focussed on ‘solving’ the problem,
essentially predicting the future, without adequate consideration of inherent uncertainties when
dealing with future environments. Scenario Based Planning (SBP) is one approach to
broadening consideration of plausible future environments and support informed decision-
making. Application of SBP to Australia’s future nuclear threat environment will be presented as
an introduction to this technique and its application in strategic planning.
MARIANA ZAFEIRAKOPOULOS—Consultant, ThinkPlace.
Mariana is the Executive Design Manager at the Sydney Studio of ThinkPlace – a leading design thinking consultancy seeking insights and innovative solutions in complex social systems. Mariana has a Masters in War in the Modern World from the War Studies department at King’s College, London, supplementing her studies in law from the University of New South Wales; and International Relations and Asian Studies from Sydney University. Mariana has applied her expertise in program design and strategic analysis across a number of consultation projects across public, private, non-for-profit and international organisation sectors, including: public health, oncology, early childhood education, energy, insurance, law enforcement, South-East Asian geopolitics, capability and skills development, and intelligence analysis. Most recently, Mariana has worked in law enforcement focusing on intelligence tradecraft development, strategic intelligence analysis and operational work. Her main interest is exploring innovation in intelligence analysis - an area of passion she has developed by creating the start-up ‘Praxis Intelligence’ (a research and development space for intelligence analysis).

**TOPIC - Design principles for intelligence analysis: how design can be used as a tool for analysis and decision-making**
DETECTIVE SERGEANT BARRY BLUNDELL - Electronic Crime Unit, South Australia Police

Detective Senior Sergeant Barry Blundell joined SAPOL in 1978. He has spent the majority of his distinguished career in criminal investigation, as an investigator in general and specialist crime areas and most recently as Officer in Charge of SAPOL's Electronic Crime Section. Det Snr Sgt Blundell's experience as an investigator includes 10 years of child abuse investigation. He was a member of Operation Torpedo – the first South Australia task force to investigate paedophiles – and was an original member of the Child Exploitation Investigation Section. A member of the Electronic Crime Section since its inception in 2003, and the Officer in Charge since 2006, he has constantly driven e-crime initiatives to ensure SAPOL's response is best practice. He is a holder of a Bachelor of Business (with a major in Management of Information Systems) and is regarded as an expert witness in the field of electronic evidence by the Supreme and Central District courts. He has developed strong partnerships with state and federal law enforcement agencies, information technology companies, University of South Australia, and across government. In 2014 he was awarded the South Australia Police Leadership and Efficiency medal in recognition of his work in the field of electronic crime and electronic evidence.

TOPIC - Leading Intelligence in the Cyber Age - partnering to lead successful operations
ELAINE OGDEN — Section Manager, Governance & Business Performance, National Measurement Institute, Department of Industry, Innovation & Science.

Elaine Ogden is currently employed by the National Measurement Institute, a division of the Department of Industry Innovation and Science, as a Section Manager responsible for; Compliance & Enforcement, Program Governance & Projects, Trade Measurement Licensing, plus Stakeholder Relations. Her current work includes managing change projects and initiatives, financial management, risk management, governance and stakeholder engagement.

Previously Elaine worked with the Attorney General's Department in a number of roles progressing her experience through; IT project management and governance, stakeholder engagement, audit, policy, operational task force management (serious organised crime), business process and systems improvement, including working with academic and industry partners on capability development projects.

Prior to that Elaine worked with Australian Customs as an officer, trainer, Intelligence systems manager, international and domestic liaison manager and Investigator. Elaine is an advocate for professional development and for collaborative approaches being used to address the challenges faced by government agencies.

Her professional interests include coaching and professional development, promoting good governance and using professional expertise, tools and technology to enhance capabilities.

Elaine will facilitate the expert panel.
Thank you for your support in this event, to find out how you can get involved in future events, please contact your regional AIPIO representatives!

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