

COURSE IMPLEMENTATION DATE: [January 2005]
 COURSE REVISED IMPLEMENTATION DATE: []
 COURSE TO BE REVIEWED: [January 2009]
 (Four years after implementation date)

OFFICIAL COURSE OUTLINE INFORMATION

Students are advised to keep course outlines in personal files for future use. Shaded headings are subject to change at the discretion of the department and the material will vary – see course syllabus available from instructor

FACULTY/DEPARTMENT	CRIMINAL JUSTICE	
CRIM 391		6
COURSE NAME/NUMBER	FORMER COURSE NUMBER	UCFV CREDITS
	The Theory & Practice of Major Case Management	
		COURSE DESCRIPTIVE TITLE

CALENDAR DESCRIPTION:

The proliferation of complex and serious incidents across the country makes it essential for investigative agencies to maintain personnel capable of managing major case (large and complex) investigations. This course provides qualified investigators with the knowledge and skills required to macro-manage the resources and the direction/speed/flow of a coordinated and/or integrated investigation team using a criminal investigative approach.

PREREQUISITES: Admission to the BGS Police Studies program
 CRIM 151 and CRIM 160
 And either CRIM 291, CRIM 292 or CRIM 392

COREQUISITES:

SYNONYMOUS COURSE(S)		SERVICE COURSE TO:
(a) Replaces:	_____	(Department/Program)
	(Course #)	
(b) Cannot take:	_____ for further credit.	(Department/Program)
	(Course #)	

TOTAL HOURS PER TERM: 90 **TRAINING DAY-BASED INSTRUCTION**

STRUCTURE OF HOURS: LENGTH OF COURSE: _____

Lectures:	80	Hrs	HOURS PER DAY:	_____
Seminar:		Hrs		
Laboratory:		Hrs		
Field Experience:		Hrs		
Student Directed Learning:	10	Hrs		
Other (Specify):		Hrs		

MAXIMUM ENROLLMENT: 36

EXPECTED FREQUENCY OF COURSE OFFERINGS: annually

WILL TRANSFER CREDIT BE REQUESTED? (lower-level courses only) Yes No

WILL TRANSFER CREDIT BE REQUESTED? (upper-level requested by department) Yes No

TRANSFER CREDIT EXISTS IN BCCAT TRANSFER GUIDE: Yes No

AUTHORIZATION SIGNATURES:			
Course Designer(s):	_____	Chairperson:	_____
	A.R. Speevak, BA, MS		<i>(Curriculum Committee)</i>
Department Head:	_____	Dean:	_____
	Dr. Darryl B. Plecas		Dr. Virginia B. Cooke
PAC Approval in Principle Date:		PAC Final Approval Date:	January 28, 2005

LEARNING OBJECTIVES / GOALS / OUTCOMES / LEARNING OUTCOMES:

Students will demonstrate competence and a functional understanding of the concepts, philosophies and methodologies from the course. As a result, the student will:

- have the ability to organize and manage a coordinated inter-agency team
- understand and apply the principles of major case management
- understand the principles of resource acquisition and management
- understand the role of undercover teams and their operation
- be familiar with human source procedures
- understand the role of media and their ability to contribute
- be familiar with broad legal issues, statute and common, especially as they relate to evidence and procedure
- understand the principles of file management
- understand and appreciate the importance of strategic “intelligence” gathering, strategic planning and specialized resources

METHODS:

Lectures, video, CD/DVD, participative class discussions and practical syndicate exercises (skill display)

PRIOR LEARNING ASSESSMENT RECOGNITION (PLAR):

Credit can be awarded for this course through PLAR (Please check:) Yes No

METHODS OF OBTAINING PLAR:

Contact Department for procedure

TEXTBOOKS, REFERENCES, MATERIALS:

[Textbook selection varies by instructor. An example of texts for this course might be:]

Major Case Manual, Canadian Police College, Current edition

STUDENT EVALUATION:

[An example of student evaluation for this course might be:]

Operational Plan Presentation	30%
Written Assignment	30%
Class Assignments and/or syndicate participation	15%
Final Exam	25%

GRADING

A+	95% and above	C+	65 – 69%
A	90 – 94%	C	60 – 64%
A-	85 – 89%	C-	55 – 59%
B+	80 – 84%	P	50 – 54%
B	75 – 79%	NC	49% and below
B-	70 – 74%		

COURSE CONTENT:

[Course content varies by instructor. An example of course content might be:]

SESSION 1: ORIENTATION AND THE COORDINATED INVESTIGATIVE TEAM

The purpose of this session is to familiarize the students with the course purpose, goals and procedures and inform them of expected session responsibilities and participation. This session will be used to demonstrate the distinction between a normal course with lecture presentations and this course based on a lecture-seminar discussion format, to encourage learning thorough exploration of issues through questions, examples, and discussion. Topics also include: critical management issues inherent in coordinated team investigations; and the need for systematic major case management using tried and proven, universally appropriate techniques so that all major investigations follow the route of success.

SESSION 2: COORDINATED TEAM INVESTIGATIONS

This session first covers the background/history of coordinated team investigations, including major investigative successes and failures. The session covers essential coordinated team management principles: contingency planning to assume the leadership role; task analysis and prioritization; the major case management organizational chart; front-end loading investigations; taking charge; macro-management; the basics in review; common errors; communications issues; control and organization. The session emphasizes the principal goals of most major investigations. A summary question for response/discussion includes "institutional recklessness in the context of major case management" and ends with an exercise on how to set priorities in major cases.

SESSION 3: PRINCIPLES OF MAJOR CASE MANAGEMENT

Major Case Managers use a variety of investigative strategies to successfully conclude criminal investigations. The degree of success depends on the manager's ability to conduct effective on-scene investigations, to select and assemble appropriate human resources and to choose appropriate strategies in consideration of the available resources and the investigative mandate. Hence students will critically study Scene Management, Team Selection and Investigative Strategies in a cross section of investigations and gain an overview of the abilities and special skills of the Scene Manager. Finally in this session, Team Coordination is developed using a model called the Coordinated Investigation Team (C.I.T.) and a concept, the Command Triangle. Student syndicates will create appropriate Organizational Charts using the model under different resourcing circumstances and based upon different investigative strategies when faced with diverse incidents.

SESSION 4: RESOURCE & TEAM ACQUISITION AND MANAGEMENT

Major Case Managers make effective use of human and physical resources, acquired from a variety of sources. This session emphasizes accepted practices and procedures, philosophies and methodologies in areas of personnel and resource management, team building and managing team stress. It emphasizes formal arrangements to enhance the smooth running of the Multi-Agency Team Investigation as well as exposing students to the means of acquiring funding and resources beyond those available from partner investigative agencies. This session will also enable students to present comprehensive briefings to senior agency management while preserving their investigative autonomy, be able to take remedial action to counter major event stressors during such investigations such as mission failure or traumatic injury, and last to manage extreme and coinciding demands during key points of the major case investigation.

SESSION 5 : UNDERCOVER OPERATIONS

Major Case Managers may utilize the services of undercover operators as an excellent strategy in a major case to obtain evidence; however, students should be made aware of the many considerations prior to entering into a UC operation. Discussion will include such things as necessity, target accessibility, legal issues, and types of investigations where a UC operator may be used. The use of scenarios and case studies will be valuable in this session as students will be able to see where a UC operation worked or failed, and why. The case studies will force the students to make decisions on whether or not to employ this investigational aid.

SESSION 6: PRINCIPLES OF SOURCE / WITNESS HANDLING

Major Case Managers are required to develop and handle human information sources. This session will provide the managers with the theoretical knowledge of developing and handling human information sources. The students will be from accredited forces and will have some prior experience. However, their experience will vary greatly both in terms of general police experience and the handling of human information sources. Emphasis would be placed on source development, proper management of sources and the hazards an investigator will encounter.

SESSION 7: PUBLIC APPEALS / PRESS RELEASE

Major Case Managers elicit productive public participation in the evidentiary process through public appeals for information and inform them of criminal hazards through Press Releases. In some cases, a public appeal may be required (e.g., public threat), but may be two-edged swords (e.g., jeopardizing an investigation). They sometimes result in overwhelming responses in the form of unproductive tips that have to be assessed, prioritized, investigated and eventually eliminated, all of which costs in terms of resources. But they may also furnish the evidence critical to the investigation. This session will address the beneficial and detrimental aspects inherent in an organized appeal to the public for information on an issue under investigation.

SESSION 8: MEDIA

Major Case Managers communicate effectively through the productive use of media resources while maintaining a constructive and mutually beneficial liaison with media personnel. Major cases involve complex series of events involving many people and organizations, including the Media which present some unique challenges. This session explores the events and participants, focussing on the problems and opportunities they create for Investigators. The session emphasizes the role played by the media with respect to the public's "right to know". Errors, such as improper treatment of intelligence, timing of information releases, ill-advised media releases or use of misinformation and disinformation to influence the actions of participants in events, can affect the success of the case.

SESSION 9: LEGAL ISSUES

Major Case Managers make decisions on legal issues during investigations by considering the ramifications on a number of current and critical judicial variables. Current knowledge of current statute and case law is not enough. Managers need the ability to recognize that an issue or proposed course of action has potential legal ramifications and to thereafter proceed upon a course that involves a lesser likelihood of judicial rejection. There is a need to ensure that alternatives are actively pursued. This session addresses current and critical statutory changes and superior court decisions which, if improperly or inadequately applied to the circumstances of an investigation, might result in the waste of all or a significant part of the initiative.

SESSION 10: INTERVIEWING

Major Case Managers make informed decisions on practices and procedures to be considered in interviewing and receiving quality statements from witnesses, suspects and accused persons. This session addresses Interviewing / Statement Taking from the aspects of different techniques and technology as well as legal jurisprudence, including pure version statements, statement analysis, hypnosis, polygraphy and planning for mass interviewing (canvassing). Canvassing, or neighbourhood enquiries, is modelled as comprehensive interviewing of prospective homicide (or other major / crimes against persons) witnesses. The nature of Major Case Investigations creates many canvassing-related problems for Major Case Managers.

SESSION 11: PRINCIPLES OF FILE MANAGEMENT

Major Case Managers conduct successful investigations through effective management of high quality documentation using manual and automated systems. This session will cover three (3) areas of file management, including : an overview of the rules and procedures governing the creation, treatment, management, storage and systematic employment of the investigative record; an in-depth study of popular and current methodologies used in the manual and automated storage and handling, use and treatment of the investigative record; and a brief presentation of one or two popular computer systems used in the automated storage and handling, use and treatment of the investigative record, including the versatility of each system and its relative strengths and weaknesses. The session emphasizes the need for the Major Case Manager to supervise the creation and maintenance of excellent, comprehensive written notes and reports for every aspect of the investigation, as dictated by legal disclosure obligations

SESSION 12: ONLINE OPEN SOURCE INTELLIGENCE AND DIGITAL EVIDENCE

Major Case Managers conduct successful investigations with the use of the information provided by digital evidence and online open source intelligence. Computers can be used to commit crime, can contain evidence of crime, and can even be targets of crime. The goal of this session is to make the manager aware of what electronic information related to an investigation can be provided to him. This includes aspects of internet crime, and the methods of gathering digital evidence from a variety of systems and devices used by criminals. This will involve lecture and demonstrations done live over the Internet as well as demonstration of forensic software. Finally the session covers planning for high tech forensic search and seizure operations.

SESSION 13: INTELLIGENCE ANALYSIS

Major Case Managers conduct successful investigations with the help of Intelligence Analysts. This session focuses on the duties of the Analyst in a major case, on the development of databases, and on the importance of intelligence in strategic planning. The session will review the intelligence process, and students will develop/discuss analytical products (link analysis charts, frequency diagrams, etc.) built from pieces of information presented.

SESSION 14: CRIMINAL / GEOGRAPHIC PROFILING

Major case managers exploit criminal investigative analysis and ViCLAS to successfully conclude coordinated team investigations involving the most serious crimes against persons. This session will instruct candidates in the forms of assistance available from violent crime analysis and the system known as ViCLAS (the Violent Crimes Linkage Analysis System) and how they can benefit an investigation. In order to provide an understanding of the behavioural issues that underpin violent crime analysis, students will learn about criminal profiling, and specific tools such as personality profiling, assessments of known and unknown offenders, crime scene reconstruction, equivocal death analyses, and behavioural oriented consultations. This knowledge will aid managers in threat assessments, the use of expert evidence, analysis and linkage of similar or serial crimes, all to understand the capabilities and reinforce the principles of ViCLAS and violent crime analysis.

SESSION 16: STUDENT PRESENTATIONS OF OPERATIONAL PLANS**SESSION 17: FINAL EXAMINATION**