



Mennta- og starfsþróunarsetur lögreglunnar

National Lead Investigating Officer Development
Programme



Evaluation Report
2018

Foreword

In early 2017 a working group was established to prepare new study programmes for police investigators in Iceland. The working group consisted of representatives from the Public Prosecutor, District Prosecutor, Police Chief Association, Association of Prosecutors, National Association of Police Investigators and at a later stage the Reykjavik Metropolitan Police. A decision was made to develop two programmes to develop higher quality in investigations and prosecutions in the Icelandic Police and Prosecution Service. The current programme was to address the operational management and strategic development of how to start, maintain and land reliable and effective investigations in all areas and all cases. Dr. Andy Griffiths from England and Dr. Ivar Fahsing from Norway were hired to facilitate the development of the programme and deliver it in accordance with internationally recognised research and professional standards. To secure ownership and facilitate successful implementation several meetings were held with key policy-makers in the Icelandic Police and prosecution service during the spring of 2017. To help secure local relevance and continuity Public prosecutor Halldor Rósmundur Gudjonsson and Detective Inspector Eiríkur Valberg were part of the development team. The programme was officially launched on September 1st 2017 with 41 participants from 8 different departments and districts within the Police and the Prosecution Service. The first stage of the programme was finalised in March 2018.

For the continued development of education with in the domain of criminal investigations in Iceland stakeholders stressed from the beginning the importance of evidence based practice. Thus this evaluation report was an important part in cultural development in police education in Iceland as it aims to provide evidence for programme effectiveness, the first of it's kind to my knowledge.

- Ólafur Örn Bragason

The Core aim, Content and Philosophy of the Development Programme

The aim of the programme is to develop the existing knowledge, awareness and skills of police officers or public prosecutors appointed as Lead Investigating Officers. The programme shall prepare for a more professional and effective management and coordination of critical and major investigations in accordance with the law, more effective prevention strategies, research and the highest ethical standards.

On successful completion the participant will be able to:

- Interpret key legislation and understand the effect it has on investigations, the evaluation of evidence and police legitimacy
- Understand the role and responsibilities of an Lead Investigator and the investigative philosophy that all investigators should adhere to
- Conduct a community impact assessment, making appropriate recommendations to the local Commander(s)
- Manage and review the initial response to a major investigation, implementing fast track actions when required
- Explain the generic decision-making model and what it entails for the Lead Investigator and the members of the team
- Create policy files (investigation plans) and record the strategic and tactical decisions made during an investigation
- Plan and manage an effective communication strategy, exploiting the use of the media and other forms of communication facilitate harm reduction as well as investigative opportunities
- Explain the role, responsibilities and capabilities of the various partnerships and specialist roles involved in a major investigation
- Plan and manage the investigation in accordance with the model of investigation, prevention, relevant legislation and national policies
- Manage the performance of teams and individuals while incorporating health and safety, welfare, legislation and policy
- Evaluate investigations and identify potential development needs and proactive preventive measures

This course is for those officers whose primary investigative role is that of homicide, missing persons, stranger rape and other serious, organised or complex crime investigation. Before appointment to the Lead Investigator Development Programme candidates must complete an introductory distance learning programme. Candidates must be able to read, write and communicate in English and have a working personal computer with Internet accesses and webcam.

Structure, content, assessments and methods of delivery

The programme commenced with a pre-study survey on the e-learning platform Moodle licenced to the University of Akureyri. Before attending the first seminar in October the participants had to complete a pre-study knowledge and awareness survey, followed by a two month self-learning and pre-qualification module. The content was delivered as partly internet lectures, written articles and a textbook (see Appendix 1 - Studyplan).

The first seminar in October was opened by relevant notes from Ólafur Örn Bragason, Director of the

Police Training and Professional Development Centre, and Sigridur Björk Guðjónsdóttir, Chief of the Reykjavik Metropolitan Police. The first day all students went through a decision-making test on how to identify and create an optimal investigative fundament in a missing persons-case with clear risk of criminal homicide. A similar test was given in January. The rest of the seminar was held as a combination of lectures and practical exercises in order to create a fundament for the practical implementation and reflection period. During the practical implementation and reflection period the participants was to try out ideas and methods in their daily duties. A core element in the new approach was to continuously identify and seek to rule out any potentially non-incriminating interpretations of all evidence in the case. This process shall be documented in a written hypothesis driven investigation plan which is shared amongst the detectives and the prosecutor. During this three months period Eiríkur Valberg and Halldór R. Guðjónsson visited all participants and offered practical mentoring. All participants completed two reflection notes and one more knowledge test. In January a new four days seminar was held focusing on sharing the experiences made the last three months, investigative interviewing, strengthening management skills and how to develop a volume crime policy. The seminar ended with a full-day workshop on how to develop a Icelandic Core Investigative Doctrine. In order to complete the programme all participants had to go through a post-study survey focusing on knowledge and professional awareness.

Participants

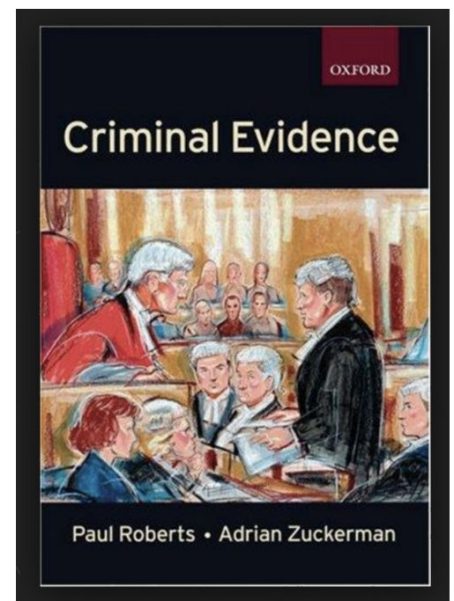
41 participants started the online study and 35 was qualified and able to take part in the first seminar, the practical implementation period and the last seminar in January. 33 of them completed the programme in February/March. 5 of the participants were prosecutors and the rest was police officers. 17 of these were from Reykjavik Metropolitan Police or from National units or the District Prosecutor, the rest were from various district police Forces around the country.

Evaluation of the programme

In the above mentioned pre-study survey the participants were asked 8 questions about their knowledge and awareness of threats towards their objectivity and potential countermeasures such as knowledge, training, methods and systems. The same survey was given at the end of the programme in February. The results were analysed and condensed into three critical knowledge and awareness indicators. Table 1 (below) shows these and how they developed from September 2017 to February 2018.

The Core Philosophy:

“The [legal] fact-finder have to follow a mental procedure of progressive elimination of explanations consistent with innocence”



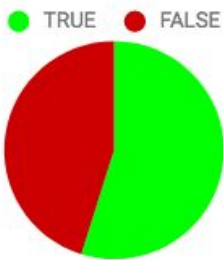

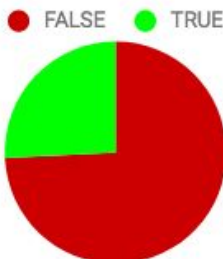

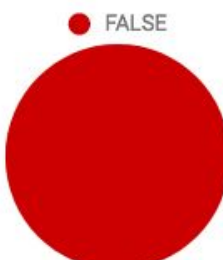

Knowledge and awareness indicators	September 2017	February 2018
Shows clear awareness of factors that might impact on detectives or prosecutors even-handedness during criminal investigations (True or false)		
Shows clear knowledge of relevant countermeasures to strengthen detectives' or prosecutors' even-handedness during criminal investigations? (True or false)		
Shows documented knowledge of how to operationalise the standard burden of proof by use of written investigation plans based on hypotheses testing? (True or false)		

Table 1 - Some critical knowledge and awareness indicators and how they developed during the programme - from September 2017 to February 2018 (N=32).

From awareness to professional competence

Knowledge and awareness are in itself important and can form a vital stepping stone for development and high performance. However, in order to form full-blooded professional competence, it must to be transformed into new skills, routines and actions. This transformation is often so moulded, implicit and complex that it is hard to measure in a meaningful way. The two decision-making tests based on real-life missing persons-case scenarios with clear risk of criminal homicide is nowhere near full-blooded professional competence test, nevertheless it is an relevant test of the participants ability to not prematurely narrow in a case on the most likely solution before other possible alternatives are ruled out by reliable evidence. The first test shows that the participants (on average) have a clear bias towards criminal hypotheses. The three explanations consistent with innocence (which has to be ruled out in order to establish crime and guilt beyond reasonable doubt) was at the outset forgotten by the vast majority of the participants. In real life this would of course be very unfortunate and unprofessional. In January however, the participants were given a similar (but far from identical) case and as the chart (see

chart 1) below shows the participants is now able to continue their generation of competing hypotheses beyond the ones implying criminal suspicion.

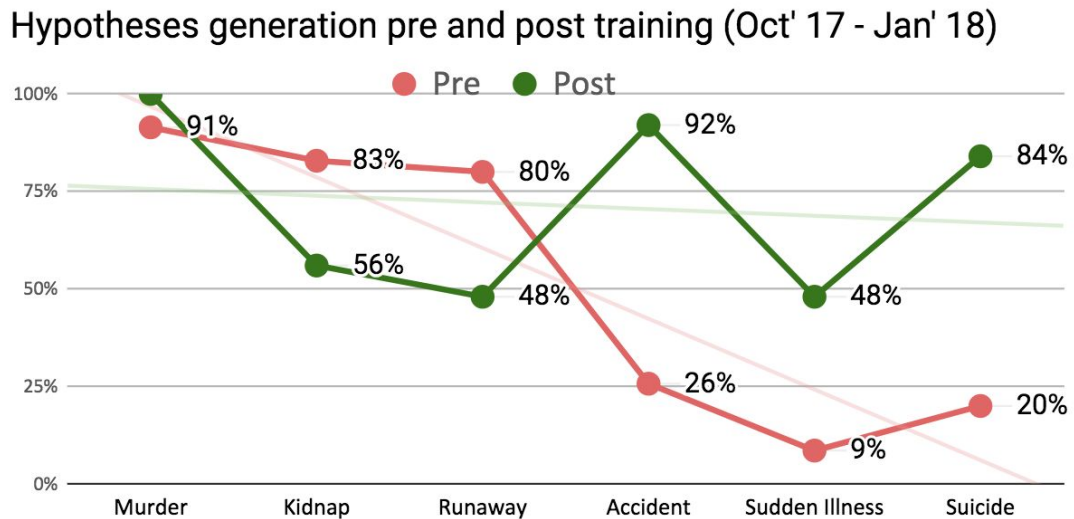


Chart 1 - Accumulated ($N=32$) number of suggested investigative hypotheses in two case scenarios given early in training (pre) vs. late in training (post).

A number of statistical tests was conducted to compare the number of generated investigative hypotheses in the case delivered in the beginning of the development programme compared to the case given in the end on the programme. There was not a significant difference in the overall scores in October ($M=51.4$, $SD=37.1$) versus ($M=71.3$, $SD=23.3$) in January ($p = 0.489$, $d= 0.6$). However, there was a significant difference between the scores on number of innocent hypotheses generated in October ($M=18.0$, $SD=8.7$) versus ($M=74.6$, $SD=23.4$) in January ($p = 0.011$, $d= 3.2$). Although this might sound greek to some, it is a statistical fact that an effect size (d) above 3 is extremely high. Hence, the effect of the programme on the participants ability to generate alternative hypotheses to guilt has seemingly been strong.

What did the participants think?

Analysis of the participants written reflections note presented individually on the e-learning module approximately 4 months into the programme (December 2017). Below you will find a few representative examples of how the reflections are analysed (see the complete document in appendix 2) - and re-structured into four interlinked and mutual dependent critical dimensions for the delivery of quality investigations and future progress namely how;

- The individual detective or prosecutor think, reflect and expresses his or hers motivation or ideas (individual culture - marked in red below)
- The individual detective or prosecutor organise and process his or hers professional tasks and commitments (individual structure - marked in blue below)
- The organisation, team or collective group of detectives or prosecutors think, reflects and expresses their motivation or ideas (organisational culture - marked in green below)

- d) The organisation, team or collective group of detectives or prosecutors organise and process its professional tasks and commitments (organisational structure - marked in yellow below)

INDIVIDUAL CULTURE

*I believe that the benefits of having an investigation plan is that one is able document everything that has taken place during an investigation This enables the detectives to have a clearer overview of the case, creating more awareness, which allows detectives to be more precise and accurate about their decision-making; e.g. they are able to answer why a certain hypothesis was ruled out, rather than someone else (Participant 1 - **detective**).*

*I think it is very interesting how this “new kind” of investigation-plans (cross-check matrix), where we try to imagine all competing hypotheses in a criminal case and all actions (questions) to confirm or eliminate them, has opened my eyes for things that I have not considered when using the “old kind” of investigation-plans (Participant 3 - **detective**).*

*This assignment was for me as a prosecutor very helpful to understand the beginning of a investigation and the challenges that investigators often face. I think to make a investigation plan will help to manage the case and also it will give you the perspective that we often lack because we are so busy trying to solve a case and we forget to check the boxes of what have we done and what do we need to do. If you put in the work to begin with it and do a good investigation plan it will make your job a lot easier later on (Participant 8 - **prosecutor**).*

*[..]tools like this make me feel good, to keep track of tasks and tools for nothing to be forgotten. Also to keep track of ideas for works that do not necessarily have to work immediately but may be considered when more information is received. Even to exclude what you do not need to do. Not only to exclude hypotheses, and possibly a lot of work-saving already (Participant 15 - **detective**).*

ORGANISATIONAL CULTURE

*It is not difficult for organizations to make an investigation plan a integral and necessary part of all investigations. In order for changes to be made, I believe that we as detectives need to adapt our way of thinking and be more open-minded in order for change to take place (Participant 1 - **detective**).*

*We also discussed how we could share the methods that we are learning with other co-workers. We agreed in that experience, that there is a little lack of interest from other employees to develop and learn new methods for their work. However, since we most often work in groups and teams we would like to see more planning and structuring in our investigation plans so that the work gets more effective (Participant 10 - **detective**).*

*Having started this project has made me and my two colleagues who are leading the criminal investigations for the police district more alert about the necessity of close cooperation. It has made us more united and increased understanding between us (Participant 14 - **detective**).*

*After our discussions, we found many cultural and operational shortcomings in our institution that need to be addressed, especially concerning investigator training. We find this course to be a great beginning to avoid a similar outcome in the future (Participant 18 - **detective**).*

*The discussion on the meeting and during this class has led us to believe that we are more conscious about the investigation plan and what needs to have in mind when we are setting her up. The investigation plan gives us more discipline during the investigation, more conscious about what needs to be done and what we have to keep in mind (Participant 23 - **prosecutor**).*

INDIVIDUAL STRUCTURE

*In this assignment I made a detailed investigation-plan which I worked on for many hours. In smaller investigations in the future I probably will not make as detailed plan but I think that I will use the methodology. I will think about competing hypotheses, actions and so forth. The finding of competing hypotheses and the confirmation or elimination of those helps me minimize my own bias. In this assignment I experienced my own bias and how this kind of investigation-plan helps me to identify that bias (Participant 3 - **detective**).*

*After reviewing an actual case, using this cross-check matrix, I believe it can be quite useful and it forces you to be more disciplined and focused in your approach to the investigation. It can also give a graphic view of the development of the case as the info-gaps start to fill. It appears to be more practical in serious/extensive cases, but if you have completed a few investigations using this kind of a tool, you already have a blueprint to use in future cases (Participant 4 - **prosecutor**).*

*I am also convinced that my tool and format allows a good, dynamic investigation and it also provides an opportunity to control the quality of the investigation in an effective way. The tool is also a good platform for the investigation team and the police prosecutor to share strategies as evaluate evidence. So, you could say that a written investigation plan helps in the investigative decision-making process as well as helping the head of the investigation or unit to will keep a track of their thoughts and makes it easier for them to keep the focal point on the needs of the investigation (Participant 6 - **prosecutor**).*

*The benefits of the investigating plan were unequivocal to get a better overview of the case and how to share assignments with the investigators working the case. The objectives of each factor were also set and what should be expected regarding to the results. After that, a reassessment was made of what had been done and not and in the end examined with regard to continuing work. After reassessment with other colleagues we realized that by considering using 6 C's Generic Investigative Cycle more effectively we might have had more visual a investigating plan (Participant 13 - **detective**).*

ORGANISATIONAL STRUCTURE

*In my team, we have never used or considered using an investigation plan, even though we are working on a major case, consisting of a lot of documents to go over and many people to interrogate. This situation leads to a lack of communication whereby members of a team are not aware about the roles that each other has whilst investigating a case. This is frustrating, because I do not have a clear overview of the progress of the investigation and the things that have previously been done or the things which need to be done in order to complete the case (Participant 1 - **detective**).*

*The old investigation-plans are action-based. Using the "old kind" I made a plan (checklist) where I listed up actions that had to be taken during the investigation. Usually these actions have been rather narrow minded and focused on a few hypotheses, or only one. Until now we (the Icelandic police) have not had any single tool focused on an overview of an investigation and evaluation of competing hypotheses. There has not been any tool or a system for documenting decision-making during the management of investigations (Participant 3 - **detective**).*

*The matrixes were set up as if it was the beginning of an investigation, with just basic information, enough to develop competing hypothesis and identifying the info-gaps. At first one of the matrixes seemed to be more action-based than based on the info-gaps/competing hypotheses. After further discussing the cases and the functions of the matrixes, the investigator decided to alter his approach, focusing more on info-gaps than actions, and by our second meeting to discuss the cases and the investigation plans, the matrix was functioning as intended. As the matrix was designed it allows you to filter various components, e.g. actions taken (in relation to info-gaps), prioritizing and allocating tasks within the investigation, as well as evaluating evidence/information as consistent/inconsistent with particular hypothesis. These meetings were quite useful and in both cases resulted in some changes in the investigation plans, further developing the hypotheses and revealing additional info-gaps and revealed some biases/presumptions that had not been considered. Therefore the investigation plans seem to allow for a good, dynamic investigation, that can also be used for quality control, shared strategies and evidence evaluation, as well as being a basis for review, either formal or peer-to-peer (Participant 4 - **prosecutor**).*

Concluding remarks and the way forward

In order to facilitate a smooth transition the Assistant Director of Public Prosecutions, Deputy District Prosecutor and a substantial number of Police Commissioners joined the last day of the January-seminar and took part in the discussion about implementation, roles and responsibilities. A draft document of a future Icelandic Core Investigative Doctrine was produced by the participants and communicated to the stakeholders. All intelligence indicate that the participants found the tasks, texts and assessments in the programme highly interesting, however completing it all was hard considering the tough responsibilities their daily duties at work. There was also a unison message that the competence achieved need to be maintained and further developed with annual seminars held in Iceland. Apart from the practical experiences and competence brought in from Norway and England, the participants particularly emphasized the value of a theoretical framework which united the legal, prosecutorial and investigative perspectives. This was clearly strengthened by the role of the 3 month long implementation and reflection period aided by competent Icelandic mentors. This was seemingly found helpful and clearly beneficial for the developing a more innovative organisational culture. All things taken together the development programme seems to have achieved its aims and it will hopefully have a good effect both with regards to individual and organisational measures. It is of course up to the top-level management how this will be implemented and nurtured in the future.

Appendix 1- Studyplan



Mennta- og starfspróunarsegur lögreglunnar

National Lead Investigating Officer Development Programme

Attendance criteria

This course is for those officers whose primary investigative role is that of homicide, missing persons, stranger rape and other serious, organised or complex crime investigation. Before appointment to the Lead Investigator Development Programme candidates must complete a introductory distance learning programme. Candidates must be able to read, write and communicate in English and have a working personal computer with Internet accesses and webcam.

Course aim

To develop the existing skills of officers appointed as Lead Investigating Officers to enable the professional effective management and coordination of critical and major investigations in accordance with the law, more effective prevention strategies, research and the highest ethical standards.

Course objectives

On successful completion the officer will be able to:

- Interpret key legislation and understand the effect it has on investigations, the evaluation of evidence and police legitimacy
- Understand the role and responsibilities of an Lead Investigator and the investigative philosophy that all investigators should adhere to
- Conduct a community impact assessment, making appropriate recommendations to the local Commander(s)
- Manage and review the initial response to a major investigation, implementing fast track actions when required
- Explain the generic decision-making model and what it entails for the Lead Investigator and the members of the team
- Create policy files (investigation plans) and record the strategic and tactical decisions made during an investigation
- Plan and manage an effective communication strategy, exploiting the use of the media

and other forms of communication facilitate harm reduction as well as investigative opportunities

Explain the role, responsibilities and capabilities of the various partnerships and specialist roles involved in a major investigation

Plan and manage the investigation in accordance with the model of investigation, prevention, relevant legislation and national policies

Manage the performance of teams and individuals while incorporating health and safety, welfare, legislation and policy

Evaluate investigations and identify potential development needs and proactive preventive measures

Study duration, progression and methods of delivery:

1-2 months self-learning and pre-qualification module - partly internet based

4 days residential introductory course involving lectures and practical exercises

2-3 months of practical application of new models, methods and knowledge with documented self-reflection, peer to peer evaluation, identified development outcomes and needs

4 days residential further development course involving lectures and practical exercises

1-2 month practical application of new models, methods and knowledge with documented self-reflection, peer to peer evaluation, identified development outcomes and needs

A total duration of approximately 6-7 months.

Assessment processes

All candidates must complete:

3 reflection notes (max. 2000 words) on personal or national investigative practice based on literature from the literature list

2 sessions of short questions and answers related to the literature or the lectures

2 sessions of documented peer to peer online discussions

Self-assessment, peer to peer assessment and assessment by a designated mentor during the course resulting in an approved plan for individual and organisational development

Mentored and assessed exercises based on cases and practical application of the investigative philosophy

Participants who fail to meet these assignments will risk to exclusion from further participation on the programme.

Literature:

Ask, K. and Fahsing, I.A. (In press). Investigative Decision-making in Psychology and Criminal Investigations Griffiths, A. and Milne, R. (Eds).London: Routledge.

Brookman, F. & Innes, M. (2013) The problem of success: What is a 'good' homicide investigation?, *Policing and Society*, 23:3, 292-310, DOI:10.1080/10439463.2013.771538

Diesen, C. (2000). Beyond Reasonable Doubt: Standard of Proof and Evaluation of Evidence in Criminal Cases. *Scandinavian studies in law* (40), 169-180.

Monckton-Smith, J., Adams, T., Hart, A., & Webb, J. (2013). *Introducing Forensic and Criminal Investigation*: SAGE Publications. Sage.

Stelfox, P., & Pease, K. (2005). Cognition and detection: Reluctant bedfellows? In M. J. Smith & N. Tilley (Eds.), *Crime science: New approaches to preventing and detecting crime*. Cullompton, UK: Willan.

Westmarland, L. (2013) 'Snitches get stitches': US homicide detectives' ethics and morals in action. *Policing and Society*, 23:3, 311-327, DOI:10.1080/10439463.2013.784313

2 articles of choice from the *The Journal of Homicide and Major Incident Investigation*.

Appendix 2 - complete transcript of written reflections note presented individually on the e-learning module approximately 4 months into the programme (December 2017)

Participant 1 - Detective, National Unit or Reykjavik Police

I recently had a meeting with Halldór Rósmund and four of my colleagues, who are also a part of this study course. We went over an investigation plan, that some of my colleagues are using whilst investigating cases. This is not a plan that I am familiar with; however, after this meeting, I am now aware of how beneficial using this type of investigation plan can be.

I believe that the benefits of having an investigation plan is that one is able document everything that has taken place during an investigation.

This enables the detectives to have a clearer overview of the case, creating more awareness, which allows detectives to be more precise and accurate about their decision-making; e.g. they are able to answer why a certain hypothesis was ruled out, rather than someone else.

In order for an investigation plan to be successful, the police organizations in Iceland need to coordinate the use of such a plan and should view it as a necessary tool in all major crime investigations. I believe it is far too common for detectives, in Iceland, to work on cases according to their own standards and style of work. Some detectives may use an investigation plan, while others will use a completely different approach when it comes to organizing their work. For example, I recently started working at a new work place, where I mainly investigate cases regarding economic crimes. I work in a team, which includes an experienced detective, a business specialist and myself.

In my team, we have never used or considered using an investigation plan, even though we are working on a major case, consisting of a lot of documents to go over and many people to interrogate. This situation leads to a lack of communication whereby members of a team are not aware about the roles that each other has whilst investigating a case. This is frustrating, because I do not have a clear overview of the progress of the investigation and the things that have previously been done or the things which need to be done in order to complete the case. At the meeting that I had with my coworkers who showed me the investigation plan, I was able to view the organized work style that detectives can use during an investigation by simply customizing their work style and practicing the same methodology.

It is not difficult for organizations to make an investigation plan a integral and necessary part of all investigations. In order for changes to be made, I believe that we as detectives need to adapt our way of thinking and be more open minded in order for change to take place. As I previously stated I mainly investigate economic crimes and therefore, there is not many opportunities for me to make my own hypotheses as the cases that I work on usually beginning with changes from a law firm, supported by documents related to the criminal offense that is undergoing an investigation.

Participant 2 - Detective, District Police Force

The investigation plan that I showed, and talked to Halldór about, was from a case (investigation still ongoing) regarding a 15 year old girl and indecent sexual conduct from her stepfather. The investigation plan helped me organize the investigation so I could check what had been done and what was left to do. The plan was, and is, a live document and is absolutely necessary for investigations that either take time or has many „steps“.

When I made the plan I thought it was as good as it could get. I was wrong. Since it was a relatively simple case I didn't have any hypotheses although I did put down the accusations step by step and checked whether it was verifiable or not. Afterwards I came to see how it would benefit the plan to have it more visually appealing and the checkboxes (or hypotheses if that applies) graphical. That way the plan would be easier to read either for additional investigators or if there was a break in the investigation. All in all I learned from this assignment and will keep developing a practical, easy to use investigation plan.

Participant 3 - Detective, District Police Force

Individual development

Culturally

I think it is very interesting how this “new kind” of investigation-plans (cross-check matrix), where we try to imagine all competing hypotheses in a criminal case and all actions (questions) to confirm or eliminate them, has opened my eyes for things that I have not considered when using the “old kind” of investigation-plans. The old investigation-plans are action-based. Using the “old kind” I made a plan (checklist) where I listed up actions that had to be taken during the investigation. Usually these actions have been rather narrow minded and focused on a few hypotheses, or only one. Until now we (the Icelandic police) have not had any single tool focused on an overview of an investigation and evaluation of competing hypotheses. There has not been any tool or a system for documenting decision-making during the management of investigations.

Structural

The finding of competing hypotheses and the confirmation or elimination of those helps me minimize my own bias. In this assignment I experienced my own bias and how this kind of investigation-plan helps me to identify that bias. The case I was working on, and made my investigation-plan for, concerns a man who came to his grandmother's home with serious stab wounds. The grandmother informed emergency services about the incident. In the real investigation one hypothesis was never imagined and never competed, but while setting up competing hypotheses in my investigation-plan I stumbled on to this hypothesis. The hypothesis is that possibly the grandmother (90 year old) was a suspect and that she had caused the injuries of her grandson. It seems unlikely, and even a little bit amusing, but it shows that working with competing hypotheses works and no hypothesis can be completely excluded.

In this assignment I made a detailed investigation-plan which I worked on for many hours. In smaller investigations in the future I probably will not make as detailed plan but I think that I will use the methodology. I will think about competing hypotheses, actions and so forth.

Organisational development

Culturally

Me and two of my colleagues, who are also in this program, met, discussed and criticized our investigation-plans (cross-check matrix). We tried to imagine all possible scenarios (competing hypotheses) and all possible actions that we could use to eliminate or confirm those hypotheses. We discussed how we would make this kind of investigating plan in the beginning of a major investigations in the future.

During this assignment we decided to make our investigation-plan from the information that we had in the very beginning of the investigation, before any work had been done. We discussed the actions that had to be taken in an investigation concerning the competing hypotheses and how deep we could or should go into those actions in the investigation-plan. We discussed the difference between using many questions (actions) to get information about a specific matter and how it could be addressed using just one question. For example we could ask many questions like, "did X have a car", "did X use public transportation", "did X walk", or we could use only one question to cover them all, for example "how did X travel". This will probably always be debatable.

Structural

One of our ideas were that the detective, who was in control of a major investigation, should make an investigation-plan. We, the team, would meet, discuss and develop that plan further. Then we would use it to debrief others about the investigation and develop the plan as the investigation progresses. We agreed that we would save our investigation-plans in one place. Then they would be accessible for similar cases in the future and for further development. We also agreed that a document concerning decision-making in an investigation could be linked to the investigation-plan. One idea was that there would be one document that included an investigation-plan and a document over-viewing decision-making for every criminal case. The document for decision-making would have to include information about who took which decision and when. The document would also include why a decision was taken, to make a certain action and why a decision was taken to exclude a particular action. We did not design the decision-making document further. We also made a note of that it has to be clear from the beginning who is responsible for the document and updating it in cooperation with our SIO.

The police usually documents most of its actions for example "this was called in . . . we drove this way and saw . . . and when we arrived at the scene we saw . . . and because of . . . we decided to arrested . . .", and so forth. Why shouldn't the police document every decision that is made and every hypothesis that is challenged during a major criminal investigation?

In the morning of 19th of December the three of us (me, xxl and xx) held a meeting on Facebook with Eiríkur Valberg and Halldór Rósmundur. We had sent Eiríkur and Halldór our investigation-plans a few days earlier in an e-mail. Eiríkur and Halldór discussed and asked questions about our plans and gave some advice. Eirkur and Halldór gave us good reviews.

Participant 4 - Prosecutor, District Police Force

At the beginning of this assignment, the participants in the XX- district teamed up (a prosecutor (XX) and two investigators (XX and XX)). Each of the investigators made an investigation plan, based on a recent case they had been involved in. In the first case, a SUV was driven of a pier in a small town close to Akureyri. The driver, his wife and their daughter died. In the second case, involved a young man with two knife-wounds, one in front at the upper chest and the other in the

lower back. Although I was familiar with both cases, I had not been directly involved in the first one, but in the second one I had been more actively involved.

After briefly discussing cases and selecting those two, each of the investigators drew up an investigation plan. The format used for the investigation plan was the cross-check matrix we developed in the october-session. After the plans had been drafted, we met again to discuss the cases, the matrix and how the matrixes were functioning. The matrixes were set up as if it was the beginning of an investigation, with just basic information, enough to develop competing hypothesis and identifying the info-gaps. At first one of the matrixes seemed to be more action-based than based on the info-gaps/competing hypotheses. After further discussing the cases and the functions of the matrixes, the investigator decided to alter his approach, focusing more on info-gaps than actions, and by our second meeting to discuss the cases and the investigation plans, the matrix was functioning as intended. As the matrix was designed it allows you to filter various components, e.g. actions taken (in relation to info-gaps), prioritizing and allocating tasks within the investigation, as well as evaluating evidence/information as consistent/inconsistent with particular hypothesis. These meetings were quite useful and in both cases resulted in some changes in the investigation plans, further developing the hypotheses and revealing additional info-gaps and revealed some biases/presumptions that had not been considered. Therefore the investigation plans seem to allow for a good, dynamic investigation, that can also be used for quality control, shared strategies and evidence evaluation, as well as being a basis for review, either formal or peer-to-peer.

Yesterday we had a Skype/Facetime meeting with Halldór and Eiríkur, who had in advanced reviewed both investigation plans. They seemed pleased with the result, but inquired if we had incorporated or considered the 6 C's Generic Investigative Cycle or the 6 Investigative Questions in the investigation plan. We did not expressly incorporated those in the investigation plan, but by identifying the info-gaps you are thinking along those lines. After reviewing an actual case, using this cross-check matrix, I believe it can be quite useful and it forces you to be more disciplined and focused in your approach to the investigation. It can also give a graphic view of the development of the case as the info-gaps start to fill. It appears to be more practical in serious/extensive cases, but if you have completed a few investigations using this kind of a tool, you already have a blueprint to use in future cases.

However, given the circumstances in a small investigative unit, where lack of manpower is constant and the lead investigator is up to his elbows from the very first instance (victim, crime scene, etc.) it can be hard to slow down and give yourself time to draft an investigation plan such as this one instead of focusing and plowing on in action-mode. One of the investigators said that even though he did not make this kind of an investigation plan (documented) right at the beginning of his investigation, he did so mentally. Right from the beginning he started to develop his hypothesis and identifying info-gaps and that has to be considered a step in the right direction.

What I found lacking was a tool to document the decision-making process (decisions by investigators as well as prosecutors) during the investigation but I'm not certain if it should be a part of the same document as the investigation plan. If the reasons for making certain decisions regarding the case are not documented at the time of the decision-making, knowledge you acquire further along in the investigation could taint your reasoning later on, and as such decrease the quality of the investigation.

Participant 5 - Detective, National Unit or Reykjavik Police

I, xx, xx, and xx, have been meeting regularly to discuss our assignments. Today we also had a meeting with Halldór Rósmundur. It is always interesting to hear others views and Halldór opened our eyes and leads us to the right right direction, when we get lost from the right path.

In my work as a detective I always use an investigation plan in my investigations. In my division we have a document, an investigation plan that we have been using for some months now, with good results. This document „The Investigation plan“ starts as a plan of what to do in the beginning, but it changes during the time of the investigation. We also put summaries of all interrogations and hearings into the document. Results of all studies and data are inserted in the document. When the investigation is finished the investigation plan is not a plan anymore, but a document that shows what we have done, results of researches and evidences. Then we use that document as report of the investigation. The document is flexible from the beginning and not carved in stone. It can be changing all the time because you get new informations and things sometimes are not as they appear in the beginning. Sometimes the investigation reveals that the person charged is innocent. Sometimes the complainant tells the truth, but sometimes the whole lot it is a lie. Sometimes part of it is true, and a part of it is not true. Sometimes the complainant lies because he does not know better but sometimes he lies intentionally. Sometimes the complainant don't even now what happend or if something illegal happened at all.

Sometimes people experience the same event in different ways. I won't even start to write about the potentials in the defendant's testimony. There are infinite possibilities in all areas of an investigation so you have to make a plan and use it to get a complete overview of the case. I try to identified all the necessary investigative hypotheses and actions as soon as possible. I discuss hypotheses and actions with other detectives in my division and with the prosecutors. It helps to get others perspective on the issues. I can't say that we directly use The Investigative Cycle model in criminal investigations. But through the investigation we, collect, check, connect, construct, consider, and consult. The Investigative Cycle and the investigation plan are good guidelines for the investigation.

We use the The PEACE Model of investigative interviewing. We use the golden questions: What, where, when, who, why and how and we also use TED questions. I use excel working with data but I have not been using excel or system like ACH matrix for evidence evaluation. We can always do better so I am ready to try it. We don't keep a record of how, when and why decisions are made in an investigation. That is something I believe we will do in the nearest future and is on my bucket list, of work.

We can control a lot in an investigation. But what we can't control everything. We have to little time and to many cases. There is always a pressure to finish the investigation in as little time as possible. This affects the quality of the investigation and mistakes are made even though we all try to do our best.

Participant 6 - Prosecutor, National Unit or Reykjavik Police

Yesterday, December the 19th, I sent a documented and dynamic investigation plan to Halldór Rósmundur in a case I am supervising as a police prosecutor. The accusations in the case are against a former employee of a firm in the IT-business here in Iceland who allegedly stole important and valuable business secrets before he resigned.

Because how sensitive the investigation is at this stage I haven't managed to share and discuss the plan with other participants on the study. Instead I have discussed it with Halldór Rósmundur

who thinks it is a thorough plan which identifies all the necessary investigative hypotheses and actions even though I didn't use an investigation matrix or shared cross-checking tools. Instead I defined the offences in the complaint as well as those who are likely to be collaborators with the former employee of the above mentioned firm and therefore complicit in the alleged unlawful activity.

So you could say the investigation is rather accurate and reflects what needs to be done in the investigation, or an effective investigative strategy, based on the data and information available at this level of the investigation. But it is not for me to manage the resources allocated to the investigation or who has the key roles in the process.

a) Practical dilemmas in the case

Personally, I believe I have identified most of the necessary investigative hypotheses and actions. But you can never be sure in advance whether the main suspect will begin providing information that could incriminate other associates in the act described in the complaint or in related matters. Such information can affect decisions made in the many aspects of the investigation plan for example the examination of the crime scene/scenes and identifying evidence. It could also help us preventing the disposal of other evidence, mostly electronic data in computers owned by the offenders. So, it is necessary under the development of the investigation to revalue the investigation plan constantly with the investigation team and the head of the unit.

By making an investigation plan, even though it is not a matrix, you have to try to predict all possibilities or build hypotheses. By doing so you can ensure in-depth a detailed understanding of the relevance and reliability of the material gathered in the investigation. By doing so it is also easier to ensure that the evidential test has been implemented to all the material gathered in the investigation as well as ensuring the interpretation of the same material correctly.

b) How you have designed and organised your plan.

I am also convinced that my tool and format allows a good, dynamic investigation and it also provides an opportunity to control the quality of the investigation in an effective way. The tool is also a good platform for the investigation team and the police prosecutor to share strategies as evaluate evidence. So, you could say that a written investigation plan helps in the investigative decision-making process as well as helping the head of the investigation or unit to will keep a track of their thoughts and makes it easier for them to keep the focal point on the needs of the investigation.

Participant 7 - Detective, District Police Force

In this assignment I used a case that I have been investigating for the last few weeks – an accident where a family of three died when their car was driven from a harbour into the sea.

In the beginning me and my partner discussed and tried to find out every possible explanation there might be for this. In doing so, we were finding hypothesis and based or work around them. For example: Was there a malfunction in the car; we have to have the car inspected and also talk to other people who have driven it etc. Did the driver have a sudden illness; we will have to get medical data, talk to witnesses, conduct an autopsy etc.

What we did not do was sitting down and taking time to set up a Matrix in a formal and organized way with competing hypothesis, information gaps and what we could to fill those gaps.

We are still investigating the case, and for this Assignment I sat down with fellow students x.x (Detective Inspector) and x.x (Lawyer). Before that, I had made a Matrix with competing hypothesis and information gaps – where I both had filled in every hypothesis we had had, and also what questions we had already asked ourselves and what measures we had taken to answer them. In this brainstorm I didn't find more hypothesis, but I recognized a few more information gaps and possible ways to fill in others.

When discussing the matrix/investigation plan with Skarphéðinn and Agnes they also pointed out a few more possible information gaps and ways we could gather information. They also double checked if we had taken some measures and why we had not done some other things – which was good because then I had to argue and explain why somethings would not be possible and why we thought they might not add to the investigation.

During our discussions we didn't find more basic hypothesis, but we agreed that it could be good to “split up” hypothesis we already have later in the investigation – if our investigation leads us that way. For example – If there had been a malfunction in the car (basic hypothesis) was it because somebody had damaged the car on purpose, because something happened on the way to the harbour that damaged the car, it was a malfunction because of an error made by a mechanic etc... (split down hypothesis).

We also agreed that it is good to set up an matrix/investigation plan as soon as possible, and that the Excel-form we used could be used to keep track on what to do, what are the priorities and when things are finished. Another thing I found out to be helpful was the possibility to use the Information-gap list of questions to share strategies. For example had I talked to almost all of the witnesses on the pier, getting their story. My partner was then to interview one witness who had also been there, and asked me what questions I had asked the others. I then had to list these questions down and hand them to him. But when I made the matrix I saw it had all these questions as information gaps (and for these questions we had “interview witnesses” as how to answer them. If my partner would have had access to this matrix (and if it had been made during the first phase of the investigation) he could have opened the list of questions and copied it to his question sheet in a few seconds).

Now that we have collected most of the basic data we first found out we needed for our investigation it will be interesting to evaluate it and how it fits to different hypothesis – which hypothesis have a strong support and which not, for we still have not solved the case.

Participant 8 - Prosecutor, District Police Force

The case that we choose to do a dynamic investigation plan about is rape case. The challenge with this case is that both the victim and the suspect are retards. The violation is to have taken place at the suspects home.

We – me and xx lead detective made a investigation plan to try to figure out the scope of the investigation, what needed to be done now and the what needed to be done next. What resources we need to make, who to question and what data to obtain. With the goal to be able to prove that there was a violation. In short – xx followed this investigation plan and as the case went on by arresting the suspect and taking him to medical examination and then interrogate him..He also had to secure the crime scene and take the victim to the hospital in Reykjavík.

Being the prosecutor in the early stages give me the opportunity to watch and learn and also to make suggestion in that will help when I do take the case to court. This particular case was very unique in that way that both the suspect and the victim are retards and are there for in a extremely vulnerable position. I think to make a investigation plan will help to manage the case and also it will give you the perspective that we often lack because we are so busy trying to solve a case and we forget to check the boxes of what have we done and what do we need to do. If you put in the work to begin with it and do a good investigation plan it will make your job a lot easier later on.

Xx and I sat down with Halldór on December the 14th and Halldór pointed out to us to add in the plan the theories from the beginning. This assignment was for me as a prosecutor very helpful to understand the beginning of a investigation and the challenges that investigators often face. In this case it was the mental status of both parties that had to be established through evaluation of their mental health.

Participant 9 - Detective, National Unit or Reykjavik Police

For this assignment I sat down with xx, xx, xx, all detectives and xx and Halldór Rósmundur, both lawyers. We discussed the assignment and shared our thoughts on the matter. When designing and organising my investigation plan I tried implying the matrix taught at the course and found it very helpful. I especially found helpful the whole visualization part of it. At the unit where I work, sexual offences, we do have a well set up and organized investigation plan which always changes as the case goes on and new information arises. However, it is not visual like the matrix we are being taught to use, and implying it would be a great addition.

We discussed the practical dilemmas and found that, although not necessarily the case here, some issues might arise concerning that. For example if there are very strict procedures to follow when investigating a case, and not much room for a change of mind, too little time to investigate, lack of resources and lack of understanding from the “people above“, or the management of the police force. As the investigation then goes on, the 6-C’s (Generic Investigative Cycle and the 6 Investigative Questions) are good to have in mind. To collect, check, connect, construct, consider, and consult is something that I think most of us do but may have a hard time explaining or putting into words. Much like the basketball player whom you ask to describe and explain who he or she takes his or her shot, it’s just there.

Participant 10 - Detective, National Unit or Reykjavik Police

On Friday, December 15. I and four of my colleagues, which also attend the management course at MSL, met with Halldór Rósmundur to discuss the investigation plans, which we use in our work. I presented to them a few of the investigative plans that I have used.

Since I started working at this office, investigating serious economic crimes, I have developed my investigating plans very much. When I first started working here, I had a group leader, which had many years of experience at investigating economic crimes. He did not use any specific investigating plan, and seemed to have the next steps only in his head and appointed assignments to us without explaining why that needed to be done. To have more oversight of my tasks I started to develop my own “to-do” lists. Since then I have learned a lot and now I manage my own cases and have an investigating team working with me, for now we are a group of three and I more or less lead the investigations.

Through the years, I have tried various tools in the planning, such as Microsoft Word, Mind Manager and Microsoft Excel. I find that Excel is the best tool for day to day work, as you can share the document with others in my team and changes can be seen right away but also for the possibility of more than one worksheet in the same document for piecing tasks down to smaller challenges. For strategic planning, I use Microsoft Word, and try to keep that document updated regularly. However, I find it best to have the plans in only one document, because multi-documenting can be confusing and may cause you to forget to register or update.

As I mentioned before, I presented a few of my tools that I most frequently use for my investigation planning, at the meeting with Halldór Rósmundur and my colleagues.

I was glad to see that my co-workers liked my plans and I could give them good ideas on how to manage large cases. Today my “to-do” lists have developed to a „3.0 version“, so to say, since my first “to-do” list which was very simple. In my lists, I always have at least a task column, accountable employee column, priority column and a remark or feedback column. It then depends on the case, which, or if, additional columns need to be added. On our meeting with Halldór we discussed how we could better these planning documents even further to work cohesively with the hypothesis method we are studying in our course. For example to have a color-code system on how well the tasks are applicable to the hypothesis we are trying to exclude or prove. Color-coding is likely to make the plan, even more, visual and effective.

I would have liked to see or hear ideas for investigative plans from my colleagues so that I could also learn from them but they seemed not to have a written plan or other tool to manage the cases. However, I think this meeting, and my presentation, will encourage them to design their own or develop even further the methods that I have been building. One of the ideas we discussed was how we could implement the *Shared-processing model* in to our written investigative plan. We agreed that we most likely use this model or at least the concept of it unconsciously in our work but it would be interesting to use it in a more structured way to better our work.

We also discussed how we could share the methods that we are learning with other co-workers. We agreed in that experience, that there is a little lack of interest from other employees to develop and learn new methods for their work. However, since we most often work in groups and teams we would like to see more planning and structuring in our investigation plans so that the work gets more effective.

As I have said in prior reflections, I think that this course and study in MSL, regarding these hypothesis methods and more structured plans, is very important. I think that we need to slow a bit down on the “what to do” and focus even more on the “why we do”. That does not automatically slow investigations down but rather will be likely to speed up the aftermath regarding the prosecution process, at least I hope that the investigations would be even better and have fewer loose ends if we have better oversight and documenting. I am excited to improve my methods even more and develop my “to-do” list to a 4.0 version.

Participant 11 - Detective, District Police Force

It's been a few years since I and my detectives took up the process of making investigation plan at the start of investigating a case, and it is expected to do so by the department's supervisors. Investigation plan should be conducted in certain cases, which are considered to be serious and, where appropriate, complex. I have used such investigation plan for several years and have had a

good experience. Investigation plan is such that when a detective is doing them, he goes on to discuss the matter independently, what is open, what to do, how to do it, what has happened, and so on, and suggests a possible outcome. Then there are a number of hypotheses, the whole thing is expected, and thus, the detective gets a better overview of what to do, what is done and how is best to investigate cases in the future. Part of it is to be in good contact with the legal representative at our police unit.

An investigation plan is, therefore, a great tool that is very useful and is constantly evolving, and changing of course from case to case, depending on their progress as long as the investigation continues. This project we have been doing is writing an investigation plan and looking after it in all ways, it has been very successful. It's always good to review what you do and discuss with colleagues, so you get new ideas and open up new visions. My colleagues in my detective unit also agree and make use of this tool very well. An investigation plan is, in fact, a checklist for detectives so they do not forget about anything and what needs to be done because the detective's burden is huge, they are even fully investigating a serious case when another serious case comes along and the other case they were working on is put on hold. It is good that the investigation plan is available and well done, it is much easier for the investigator to take up the case where it was gone and without any problems. This gives a better overview and better organization, and another detective can easily get into the case just by reviewing the research plan. By doing a good investigation plan, you get a much better overview of the matter and, in the same way, the quality of the investigation will be much higher.

Participant 12 - Detective, National Unit or Reykjavik Police

Based on a case you investigate or supervise please make a documented and dynamic investigation plan. Share and discuss this plan with minimum one and maximum four more participants on the study. Discuss both a) practical dilemmas in the case and b) how you have designed and organised your plan. Eg. Have I identified all the necessary investigative hypotheses and actions? And b) did my tool and format allow for a good, dynamic investigation which allow for quality control, shared strategies and evidence evaluation?

I did an investigation plan on one of my cases that is about a mother who left Iceland with her child without telling the father. I put in the investigation plan to locate the mother, find out what possibilities the Icelandic police has to get the child back home. But firstly was there any crime committed. Then the plan changed frequently. Firstly, because the mother returned to Iceland without the child. Then I put in the plan to interview the mother and see if we should put her in custody or travel junction or let her go after the interview.

She was released and told us the reason she left was to make a better life for her child. The plan changed once more when she moved back to Iceland without the child to work here. She was interviewed again and released. At this point we knew that the child was with her present husband in xx, and most likely they were escaping because of problems that the husband had here with the police.

At this point I had three theories, I didn't put them in the plan but was well aware of them. First theory was that she had left to find a better life, second that she was escaping the husbands problems or third did she go to force the father of the child in some sort for a new custody agreement. The practical dilemma in this case was that the child was in xx and the mother in Iceland. I did identified the hypotheses in this case. The actions in the case was interviews with

the mother. We did make contact with the child in xx, video phone call. We sent a formal legal request to xx. Now 6 months later the xx government hasn't answered this request. We then finally arrested the mother and put her in a travel restriction, (banned from travelling from Iceland)

The investigation plan helped in this case, N.B. The case had already started when I made the plan. Even though I didn't do a visual hypotheses in this case I was well aware of them and utilised them. The problem with this is that in most of my cases I cannot do these sort of plans in the beginning or at least that is what I think. However doing this project I have been thinking how I can solve that and have some ideas but they are in early stages.

I talked about this plan and how to develop it mostly with one colleague (xxx) and then Halldór Rósmundur sat down with me and we talked about the plan and how I need to improve certain aspects of it and how to develop my ideas of how the plan should be. One of the ideas is to have on the wall some sort of images of the 6 c's and a way to visualise the hypotheses.

Participant 13 - Detective, National Unit or Reykjavik Police

In the beginning I thought this task was a bit confusing. But I suspect that it is done knowingly so that participants discuss the problem in order to hear others' understanding of the project and to be more in touch with the solution of the project.

Well. Me and another participant in the course compiled a investigating plan for a project we are currently working on. This is a case of organized crime asylum seekers from xx living in Iceland. The case extends to many countries with money laundering, Id fraud, illegal employment and theft. I and xxx are in charge of this investigation that has lasted since the end of October. xxx is a prosecutor who has been assigned to the project. We took the opportunity to do a investigating plan for the continuation of the project and discussed it between us. The benefits of the investigating plan were unequivocal to get a better overview of the case and how to share assignments with the investigators working the case. The objectives of each factor were also set and what should be expected regarding to the results. After that, a reassessment was made of what had been done and not and in the end examined with regard to continuing work. After reassessment with other colleagues we realized that by considering using 6 C's Generic Investigative Cycle more effectively we might have had more visual a investigating plan.

After compiling the program and discussing it between us, we discussed this with our colleagues who are also in the classroom and afterwards we called Halldór to discuss this with us.

Participant 14 - Detective, District Police Force

Having started the management course in police investigation has in my opinion improved me as an professional expert in police investigation in two ways. It has expanded my thinking of investigation. I think more out of the box and I have come more alert concerning overview as a leader it is easy losing vision being busy. I am more open minded letting my coworkers help in investigation detail work since some take a lot of time and effort.

Bringing theories in early state of investigation and use „brainstorm meetings“ with colleagues to list up all possible theories and then close them one by one instead of working only after one theory which seemed in the beginning of investigation most likely the right one is a better solution. Then close theories one by one after having them researched. In the end only one or few

are something to use as material for making decision for the prosecutor if to take the case to court or dropped. Doing investigation like this we are preventing wrong results based on wrong decisions and keeping all tracks warm and preventing evidence getting lost.

I have realized better how important it is for the leader of investigation to be ready with answers when asked in trial why some theory where not checked or done. Also ready to answer why this was not taking longer as a theory and why other theories were taking in further process. As an example: One of the suspects is no longer suspected after the research work which proved he did not have possibility to commit the crime. Having safe proof of that we can close the theory about him as possible suspect. Other theories might get stronger after having one closed and make fewer left as the final theories.

Having started this project has made me and my two colleagues who are leading the criminal investigations for the police district more alert about the necessity of close cooperation. It has made us more united and increased understanding between us. We have taken considerably big and complicated criminal investigation and have listed up a work plan in a document which we change in line with the process and how the investigation is getting bigger and more information increases.

I'm taking care of the investigation of the case above and me and my two colleagues who are also in the program have meetings two or three times per week and we look at how the investigation is going and we update the doucement. By doing this we are all informed how the process is at all times and we can come up with ideas about next steps in the investigation. Also we can by doing this explain better at any time for the prosecutor how the investigation is processing and he can give us an input. I'm sure about that we will take this new method of work to be the future procedures in my district but of course it will some time take to adjust like all other good new tools in the box.

Participant 15 - Detective, District Police Force

I and xx worked together on this project, but we are working on research in memory and we did not have any issues that we found fit in the project for research. We chose to tell us that we will be involved in 2007. A case that is uninformed and concerns a xx-year-old boy who was driven and killed because of a trauma he received. Not even the smallest mountain climb, but we did not want to solve the problem in a short period of time. Let us consider the matter as managers and give us three timetables and what we would like to do in the matter. We set up Matrix in excel and processed word document for explanation. This was how we went to Halldór Rósmund. There was nothing else to hear about him, but he was pleased with our work and we had a good chat about ideology from a variety of perspectives.

I see the great advantages of using tools like this to work on a system like this, but also that there was some work to do with it. But the tool obviously immediately exceeds that work. And, quite obviously, tools like this make me feel good, to keep track of tasks and tools for nothing to be forgotten. Also to keep track of ideas for works that do not necessarily have to work immediately but may be considered when more information is received. Even to exclude what you do not need to do. Not only to exclude hypotheses, and possibly a lot of work-saving already.

What we did not register with us and not used in writing are tools like H-in six, but we were cleverly using both unconsciously. Imagine that a device like this is something that might be better in writing in front of the eyes when working with Matrix like this. To make sure that

nothing is forgotten. And there is some that nothing has been forgotten. Another thing I learned about this project is the tools that this needs to be practiced and practiced, for the first step, it will last for the least time. I think the work at first is high vs. What you care for but very fast is the rate to be reversed and the benefits of work at the outset will be effective in working savings.

Participant 16 - Detective, National Unit or Reykjavik Police

We were three in the group and examined recent drug crimes. This criminal case is to day very open, because there is no one suspects about it and not known how the case went this route. The case is about a large amount of drugs which was found on the field.

We took the research plan and reviewed it we also look into what could be added to the examination by view it from many sides. This criminal case offers the possibility of using varied hypotheses. At the meeting with Halldór we presented him the research plan, the hypotheses and our conversation about the case. Hallór pointed out the models we could use in this criminal case. This models could be used to isolate further and exclude the hypotheses and narrow down the points which need further examination. The decision was to test the case in other models and further expand the hypothesis with the aim of excluding and isolating what would be considered better.

Participant 17 - Detective, National Unit or Reykjavik Police

My first thoughts is that we here at „my xx- departement“ don't use hypotheses at all. More often than not we have a pretty good idea who is the main suspect and sometimes we can more or less see how the case lies. After I started this course I thought about and tried to use hypotheses but it was very difficult. It was difficult to come up with hypotheses that where relevant. So i guess we don't need or can use hypotheses that offen. Organisational structure in my workplace is maybe a little bit different from other police organizations in Iceland. My organizations mostly focus on bigger financial crimes and covers the whole country. We work mostly in groups and investigation can take a long time.

My/Our investigation plan is more what we need to do and how we are going to do it. More like „Collect-check-connect-construct-consider-consult“. Here at „xx -department“ we usually work in groups so we talk about the case throughout it all, so we have a good opportunity to go over the case and find the best solution and strategy. So we go over the investigation almost on a day to day basis. When we work in groups I think it is less risk of being bias. It is very difficult to come up with a good investigation plan or strategy in our jobs because every case is different and there are so many variables. It's very good to hear and learn about bias and how to work with bias thought. My organization (xx) is always encouraging us to get better education, more knowledge and more perspectives on our workfield so as a group I think we are growing in our jobs.

Participant 18 - Detective, National Unit or Reykjavik Police

When the course began, I've had an old case on the top of my mind. This case involves a hit and run accident where a xx-year-old boy on his way home was killed. The case was a very difficult project for investigators and police had little luck throughout the case. The case is still unsolved and the police was highly criticized by the media and the public. When this case came up, I was a young and inexperienced investigator. There for xx and I, who both worked on this case at the time, decided to take another look at the case with the experience we've required through the years and the principals we've learned on the course thus far.

We chose to take a further look at three dates and times in the case and set up a matrix with an investigation plan with the facts we knew at that time. Went through the investigation cycle and the six investigative questions. We decided to take realistic approach regarding the work force we had at the time but the entire investigation department only worked on that case for a long period. In the beginning of the case the police receive a notification that a xx-year-old boy has had a hit and run accident. The only witness in the case was driving behind the car that ran into the boy. The witness said that it saw the car was driving at a medium speed when it hit the boy who went up in the air and landed on the street. The driver drove quickly from the scene without stopping or looking into what had happened. The car was described as a dark station wagon. There is no number or part of it. There is no other evidence that the event has given way. The witness does not seem to know well about the type of car and seems to be in a lot of shock.

Conditions on the scene were very difficult. Pitch black and thick rain. During the investigation of the crime scene, the only evidence that was found was some broken glass, likely from the headlight of a car. No other evidence was found. Possibly the crime scene should have been closed for as much time as needed, a tent should have been placed over the crime scene even though it's a busy road in our town. Police officers did a house-to-house search but without results. Perhaps the quality of the house-to-house inquiries could have been better to make sure there were no other witnesses. Late the next day a police officers notice a car that has a broken headlight. The car was green and wasn't a station wagon. The driver and the owner of the car is Polish and tested positive with alcohol in his system when arrested. The police was unable to connect the car directly to the scene or boy. While this possibility was investigated, no other were investigated. There for perhaps the police had a slight tunnel vision. The suspected driver had an untrustworthy statement and changed his testimony during the investigation process and that didn't help the police or himself.

It is important to state that we did not consider the case in question to shed the police's working methods during the investigation of the case or the police investigation. We both participated in the investigation of the case and experienced lack of resources and luck during the investigation. We found it useful to discuss the matter with Halldór Rósmundur and get his view on the case. After our discussions, we found many cultural and operational shortcomings in our institution that need to be addressed, especially concerning investigator training. We find this course to be a great beginning to avoid a similar outcome in the future.

Participant 19 - Detective, National Unit or Reykjavik Police

The cases we are investigating at The District Prosecutors office are usually more extensive than we see at other Districts. We investigate financial cases where the amount of data is usually huge compared to what we are used to in other investigations. The positive side is that we have fewer cases, and therefore more time to work on each case. Most of us work in groups of two or three where detectives and business or account experts work together. I work in a group of two detectives and a young and motivated guy with a master's degree in business. The group has good dynamics and my feeling is that the police should do more of group work with involvement of specialists. The norm in other districts is that we work alone, and only together in bigger or more serious cases.

December 15th Halldór came to our office and met with me and three of my colleagues. We took a look at two investigative plans, one old and one new, which one of my colleagues had made, but he actually calls it a To-Do list. The plans are very well organized and thorough Excel documents. They were made of several sheets that showed suspects, witnesses, to-do lists and tasks, and what

employee is responsible for what task. This is a document my colleague usually makes in his investigations, but not something that every investigator uses at our office. The document is well organised and a great foundation for an investigative plan. What we agreed on is that it has action points, but is lacking the hypothesis part and some documentation on the hypothesis, changes, exclusions or new hypothesis. Then to make it more visual we could have tables with colours, green and red. The colours show visually which hypothesis is the strongest and which is the weakest. We agreed on that investigators should work with standardised investigative plan. It would increase professionalism and quality of work, and decrease the likelihood of mistakes. We learn a lot from our colleagues, but we regularly discuss the lack of standardised working procedures. Good standardised procedures are highly important, they would be good for the overall quality of work and decrease the risk of faulty practices.

Participant 20 - Detective, National Unit or Reykjavik Police

In this assignment I took an "old" investigation plan that I used when investigating large and complicated drug case. In short, the drugs were smuggled from xx to Iceland via. xx. There were three incidents in whole and plenty of suspects and witnesses. The investigation was ongoing for two years and took place in Iceland, xx, xx and the xx (countries).

The first dilemma we noticed was that the ring leader dwelled in xx and we had no connection with authorities there. Another dilemma was that the mules travelled through xx. But that was solved very soon because it was no problem to establish connections between us and xx.

The investigation was started after the Police received truthful information regarding this. Immediately I made an investigation plan. The setup is like this:

- Short description about the case
- Alleged charges
- Suspects
- Witnesses
- Planned investigative actions
- Hypotheses
- Diary/journal

One could say that this investigation was both reactive and proactive. The information gave us picture of the method the group used to smuggle the drugs. However, the picture was not perfect so we, the investigators, were always discussing why, what, when, how etc. and therefore making hypotheses. We did not write them down or put down in the investigation plan. Why we did not write them down I can't say. But in big investigation like this, where there are at least two detectives investigating, there are always discussions and speculations about the case. I realize that it is not a good practice but we have to take into account that we had not been introduced to hypotheses and decision making at that time.

However, the making and use of the investigation plan did a lot for us and the investigation. After every meeting and discussion we put down next steps, planned actions etc. But the most useful

tool in this investigation was the diary we kept. Because in the aftermath one can't remember everything that happened in the investigation or when or who did what. So if compared together; this investigation (investigation plan) to the 6 C's Generic Investigative Cycle: We consulted with each other and seniors during the investigation so there was always a second opinion on the investigation plan, we collected all available data, we checked that the data was reliable, data and information were in connected. For example financial-and phone data were made understandable. We did not emphasize on the construct factor. But we did discuss what do we not know and who else could be involved in the case. We did not emphasize on the Consider factor. I discussed this assignment with my colleague xx and Eiríkur Valberg. In those discussions we discussed hypotheses and how we think of them. We agreed that in most proactive investigations like the one mentioned above, investigators are constantly making hypotheses, regarding the investigation, in their head but no one writes them down.

Eiríkur also asked me a critical question regarding the investigation plan. "Did you write down, or put down on paper, why you made, or made not, decisions. Needless to say I did not. I think the reason for that is that the benefits of it had not been introduced to me.

Participant 21 - Detective, District Police Force

The case concerns sexual offenses, but both the victims and the suspect have mental disabilities. The offense took place in the home of the suspect. I prepared a investigation plan after I studied the matter to understand what the scope of the study had been and what would be done next. What investigative resources should take, who needs to be interviewed and what data I would need to collect. Since there were two individuals involved, it was necessary to prove that a violation had been committed.

In the beginning, we had to arrest the suspect at his home and transfer him to a medical examination carried out at the police station. Also, investigated the forum and retained potential evidence and recorded them. It was necessary to transfer a victim to a medical examination in Reykjavik and to take care of her clothing ads evidence. We had to interview the suspect, the victim and the witness. The victim and the suspect both told the police that sexual intercourse had taken place in the home of the suspect, while the victim said it had not been with her will, the offender stated that she had been willing to do so. There were two people as witness, the victim boyfriend who was with the victim before and after the incident and, on the other hand, the head of a mental health care agency who has been with both the victim and the suspect at the health care. The reason for to interview the person from the agency was to get a clear picture of the victim and suspect mental illness. Attempts were also made to gain benefits from municipal and state institutions without success. Because of that psychiatrists were asked to get psychiatric assessments on both of them, in order to determine whether she had the ability to counteract the act and the suspect to determine whether he was culpable.

Doing an investigation plan helps me to keep up with the extent of the matter and its progress. I change the program as per the case, record what was done, when it was done and who did it and what to do. The heads of the office have asked the investigator to do an investigation plan at the beginning of each case and also send the program to the lawyers of the office. It may be a challenge to investigate some issues that relate to social factors such as, for example, for the disabled. It may be because of prejudice, shyness or incompetence about how to deal with them. It

has been my best to focus on the crime itself and to work with the factors that arise in the study, whatever they are.

Participant 22 - Detective, National Unit or Reykjavik Police

We took a look at a recent drug case that xx is investigating. xx had done a research plan for the case. This research plan was conducted in usual manner on a forms used here at xx Police.

At first, we took the investigation plan that she had made in connection with the case and reviewed it, with open mind to what could be improved and what could be added to the investigation of the case. We really ripped the case wide open and viewed it from many sides. The good thing about the case we are looking at is that it is relatively open, there is no suspect in it and we really don't know what happened.

When we began the consideration of the matter, we decided that this case would be a good one to put in hypotheses about what had happened. We decided to go completely wild in ideas, hypotheses, speculation, no idea would be worse than other. After having considered this, viewed and speculated, we had a meeting with Halldór were we went over the investigation program and process and the things we had been throwing between us. We told him about our observations and speculations.

Halldór did bring into our speculations new bits and thinking. He came up with putting the investigation plan into new models and look at in from that perspective. That would be a possibility to isolate further and exclude the hypotheses and narrow down the points we considered. Good points and the thing about putting our hypotheses in the circle, asking then 6 questions and even using the color code. It was very interesting when a new team member joined the group. XX, at once, there were more hypotheses and ideas about what might have taken place in the case. This shows us that better see eyes than eye and if more comes into consideration, the more widespread our vision will be. We consider all of the W questions and tested it into our hypothesis. The result was to test the case in other models and further expand the hypotheses with the aim of excluding and isolating what would be considered.

Participant 23 - Prosecutor, National Unit or Reykjavik Police

We were six from the class that met and had an discussion about an investigation plan that had been built recently by investigators at the district prosecutor. Then we had a meeting with Halldór Rósmundur to discuss the investigation plan and the issues and speculations that occurred during our discussion.

We went over the plan and realized that we should maybe use more graphic in the investigation plan, we agreed that it could be helpful to visualize the plan and the goals that are set and have been achieved. We also agreed on that we need to think more about hypotheses during investigations. We had a little discussion about the hypotheses in general, but I think we are always with hypothesis in the back of our head, but we don't put them in the investigation plan, not on paper. The hypotheses are always in our head in my opinion, especially when I have participated in building an investigation plan. The other members of our group did not all agree, but the results of that discussion was that we might try setting them up more in the beginning of the investigation and in the investigation plan. The plan is a living document and could rule out some hypothesis as the investigation processes.

As I said the investigation plan is a living document and is constantly changing. It is important to keep it alive and document everything that comes in mind during the investigation and write down why certain things in the plan are finished or have been canceled and who made that decision. For example it might be considered necessary to talk to an individual as a witness in the beginning of the investigation, then later in the investigation we might see that we don't have to talk to that individual or we will be needing to talk to him as a suspect, not a witness. Then it is important to document that, why that has changed and who made that decision and when was that decision made.

There are a lot of things in the investigation plan that need to be done only to rule out hypothesis, possible witness hearings, investigation files that need to be made though it may matter in the end of the investigation, those are still things that have to be done only to rule that out that it isn't important for the investigation. We also discussed that on the sideline, in the back of our heads, we have the six C's. Unconsciously we are using them, that was the result of our discussion concerning that. First we weren't so sure but as we discussed it we saw that we are using it.

The discussion on the meeting and during this class has led us to believe that we are more conscious about the investigation plan and what needs to have in mind when we are setting her up. The investigation plan gives us more discipline during the investigation, more conscious about what needs to be done and what we have to keep in mind. Some practical things have been an issue for some of us in the group because not everybody are using an investigation plan, that makes it more difficult for some of the investigators who are working with an SIO who is not using an investigation plan. The results of that discussion was that it would be helpful for everyone in the investigation team if the SIO would build a plan in the beginning.

This discussion was very helpful, we discussed many things that we have learned during the course and it was helpful having an investigation plan to talk about, we went over the plan and saw things and talked about what could be done better, and discussed ideas on how we could improve the plan.

Participant 24 - Detective, National Unit or Reykjavik Police

For the past year I have supervised a xx person investigation team which was formed with officers and specialists from xx different agencies [xx, xx, xx].

The case is highly complex investigation into x organized crime group that has been operating in Iceland. The investigation was conducted in cooperation. In October last year I wrote an investigational plan for this operation based on the Major case management model used by the xx- (foreign force). This approach I had studied in the xx Police College and found very interesting and comprehensive approach to large scale investigations. The plan was approved by the five chiefs of the involved agency's.

In very short the approach is based on a command triangle, Team commander, Primary investigator and a file coordinator. The triangle manages the investigation. The heart of the investigation is the weekly team meetings where all ideas are welcome and all team members are encouraged to speak their mind. Speed, flow and direction of the investigation is discussed. Tasks are assigned and people are held accountable to tasks assigned at earlier meetings.

The plan is 21 page long and covers among others the following.

- History and background of the organized crime group.

- Goals of the investigation.
- Expected phases of the investigation split into 5 phases.
- Contribution of each agency both permanent members of the team and available staff for surveillance for example.
- Roles and reasonability of each member of the team
- Agreement between the five agency's
- Possible need for more resources during the investigation
- Need for purchasing of equipment
- Decision making
- Media strategy
- Confidentiality agreement
- Conflict resolution

The biggest dilemmas we faced in the investigation is lack understanding of organized crime investigation by the court's in Iceland, which makes it difficult to get near the highest ranking members of an organization.

We were able to overcome this and both kingpins of the organization were arrested in joint operation in Iceland, xx and xx on the xx of December.

Me and x , the file coordinator, met with Halldor and Eirikur and discussed the investigational plan. It was good to get an outside view into the plan as it has been and still is confidential. Both of them seemed happy with the plan and interested in the approach. We had some good discussions about different aspects of the plan and the case. We discussed among other topics hypotheses, the six C, media strategy and the future of organized crime investigations and the need for a proactive team as was formed for this investigation.

Participant 25 - Detective, National Unit or Reykjavik Police

Firstly I want to apologize for this delay of finishing this assessment but it's related to recent involvement on a major investigation on organized crime which I and xx have been involved in for a year now. Having two suspects in protected custody forces you to focus on your work primarily.

This investigation is based on an investigation plan made over a year ago by xx and is under influence of his knowledge obtained from seminar in major case management held by xx (foreign)police.

This has been a very complicated investigation done in cooperation with xx police authorities through Europol and involves a lot of information gathering and a parallel financial investigation which is a positive step forward in investigations on profit driven crimes and can give a better oversight on the role of each person in the hierarchy of organized crime.

Throughout the investigation time there have been weekly meetings with the Icelandic investigation team where we have evaluated the progress of the investigation and making decision on which path should be taken. In these meeting people are encouraged to express doubts and different views and sometimes one is assigned to be "the devil's advocate" to eliminate the risk of tunnel vision and various temptations that could mislead the investigation and its goal. And believe me there have been a lot of various opportunities to be carried away from the original task. This kind of approach in a long progressive investigation has, in my

opinion, proofed to be a good way of practice. On behalf of Europol there has also been a great satisfaction with this investigation and especially the parallel financial investigation which Europol has been trying to implement to be done on all OCG investigations and profit driven crimes.

Me and xx met with Halldor and Eiríkur recently and explained the investigation plan and how we keep focus on the target and tackle different challenges as the investigation evolves.

Participant 26 - Detective, National Unit or Reykjavik Police

I was invited into a group of 3 (including me) to evaluate a case one of the members has on his desk. It is concerning a big find of something illegal with no suspect, yet. Already there was an investigative plan made by the investigator. It was a routinely built up investigative plan and used frequently in the metropolitan police in cases like this. We looked at the investigative plan and tried to see what we could do better. We kind a opened the case again to see if we could build new hypotheses and work on them. We were able to build several hypotheses since the case is pretty much open with no suspect but a few leads based on what was found a long side with the illegal stuff. After a meeting where we used the fact finder methodology built on different hypotheses working towards answering the question “who is the owner and how can we find him“?

We got a meeting with Halldór with our case and discussed what we had done so far. He wanted us to use a more systematic approach and suggested the Investigative Cycle model to help us process the abducting reasoning in the case. After the meeting with Halldór we had more focus on what to do as for next steps in the case. We built further on some of the hypotheses and made some new ones. Steps were made to try to eliminate some of them and in others we made some hypothetical links with people. We found at the end that we had more focus after we decided to test our theories using the tools provided.