



New Zealand  
Institute of Intelligence  
Professionals



NEW ZEALAND INSTITUTE OF INTELLIGENCE PROFESSIONALS

# ENTRY PATHWAYS HANDBOOK

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DIVERSITY | INTEGRITY | RESPECT | EXCELLENCE | WHANAUNGATANGA | TRUST

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# WHAT IS 'INTELLIGENCE'?

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Intelligence is the product resulting from processed information. It aims to enhance understanding and reduce uncertainty to support decision making about future courses of action.

Analysts in intelligence agencies evaluate data using specialised techniques and tools to discern patterns, identify threats, understand intentions, and predict future developments. This phase is crucial as it transforms raw data into actionable intelligence, providing decision-makers with insights necessary for policy formulation, military operations, law enforcement actions, and other critical decisions.

In the field of intelligence, different types of intelligence serve distinct purposes and are collected through various means. Here are some examples of collection methods:

**HUMINT (Human Intelligence):** HUMINT involves gathering information from human sources, for example, through direct interactions such as interviews, debriefings, or observations. HUMINT is valuable for obtaining insights into intentions, capabilities, and activities of individuals, groups, or organisations that may pose threats or have strategic importance.

**SIGINT (Signals Intelligence):** SIGINT focuses on intercepting and analysing communications and electronic signals. This includes data transmitted through radio signals, telecommunications networks, and other electronic means.

**OSINT (Open Source Intelligence):** OSINT involves collecting and analysing information from publicly available sources. These can include websites, social media platforms, news outlets, academic publications, government reports, and public records. OSINT is particularly valuable for understanding public sentiment, tracking developments in real-time, monitoring social movements, and identifying emerging trends.

**IMINT (Imagery Intelligence):** IMINT involves the collection and analysis of visual information obtained from imagery sources. This includes photographs, satellite images, airborne reconnaissance, and other visual data sources. IMINT provides valuable insights into the physical characteristics, activities, and developments within targeted areas of interest.

# The Intelligence Cycle



**Communication with Decision-Makers:** The intelligence cycle starts and ends at communication with decision makers. At the outset, intelligence analysts interpret what a decision maker has stated they require and transform it into tasks and terminology that all intelligence functional areas will understand. This initial step of understanding the customer's needs for content, timeliness, and their decision making context, is crucial to ensuring the final product is relevant and actionable.

**Collection:** During collection, information is gathered from a variety of sources. This can be through a review of current holdings and existing assessments, through tasking specialist collection elements, or a multitude of other methods available within the resources and authorities available to the organisation, including surveys, interviews, and a search of publicly available information.

**Analysis:** As information is collected, analysis is conducted to answer the questions identified by the decision maker. This is done by evaluating the individual pieces of information for accuracy and relevance, integrating the individual pieces of collected information together and interpreting the integrated information to identify patterns and predictions. Assessments are then made against the decision makers' requirements and organisational goals to identify opportunities and threats.

**Communication with Decision-Makers:** The assessments resulting from analysis are communicated to decision makers. Further questions may arise from decision makers to initiate the cycle again. Based on this, updates can be provided about key milestones or changing trajectories, as well as the creation of new assessments.

By following the intelligence cycle, intelligence agencies and organisations can effectively manage information flow, enhance situational awareness, mitigate risks, and achieve strategic objectives. It is important to note that the intelligence cycle is a continuous and iterative process.

## Levels of Intelligence

### ➤ Tactical Intelligence

Tactical Intelligence provides real-time information concerned with immediate threats and specific operational decisions at the tactical level. It supports actions such as military manoeuvres, law enforcement operations, or crisis response efforts. It helps decision-makers to make quick and informed decisions.

### ➤ Operational Intelligence

Operational intelligence provides insights into ongoing activities and operations and is crucial for planning, conducting, and monitoring missions or operations in real-time. This type of intelligence supports decision-makers by providing situational awareness and actionable information regarding an operation.

### ➤ Strategic Intelligence

Strategic intelligence focuses on long-term planning and decision-making. It addresses broader issues such as national security strategies, geopolitical trends, economic forecasts, and policy formulation. It involves analysing trends, forecasting future developments, and assessing risks and opportunities that may affect the client's strategic direction.

# New Zealand's Classification System

When classifying information, you evaluate the potential harm that could result from its compromise. This assessment dictates the classification level and guides the security measures necessary to minimise the risk of compromise. Assessing the impact of information compromise is crucial in determining its classification level. Below are the six impact levels:

<i>IMPACT</i>	<i>POTENTIAL HARM</i>	<i>CLASSIFICATION</i>
<i>LOW</i>	Limited harm to people, organisations, or NZ national interest	<b>UNCLASSIFIED</b>
<i>MEDIUM</i>	Impede services, prejudice national interest, or breach personal privacy	<b>IN-CONFIDENCE</b>
<i>HIGH</i>	Damage national interest, disrupt services, or harm individuals	<b>SENSITIVE RESTRICTED</b>
<i>VERY HIGH</i>	Significant harm to defence, security, or international relations (short term)	<b>CONFIDENTIAL</b>
<i>EXTREME</i>	Extreme harm to defence, security, or international relations (medium term)	<b>SECRET</b>
<i>CATASTROPHIC</i>	Catastrophic harm to defence, security, or international relations (long term)	<b>TOP SECRET</b>

# WORKING IN THE NEW ZEALAND INTELLIGENCE SECTOR



Intelligence and national security is a dynamic and intellectually stimulating field, characterised by its constant challenges and the need for a diverse skill set, strong ethical foundations, and a commitment to ongoing personal and professional growth.

## Where Can You Work?

New Zealand's national security sector includes a diverse range of agencies and disciplines that use intelligence to make national security decisions and contribute to a safe and secure Aotearoa. These agencies include:

- Department of Conservation
- Department of Corrections
- Department of Internal Affairs
- Department of the Prime Minister and Cabinet
- Government Communications Security Bureau
- Ministry of Business, Innovation and Employment
- Ministry of Foreign Affairs and Trade
- Ministry of Health
- Ministry of Defence
- Ministry for Primary Industries
- Waka Kotahi NZ Transport Agency
- Ministry of Transport
- Maritime New Zealand
- National Emergency Management Agency
- New Zealand Customs Service
- New Zealand Defence Force
- New Zealand Police

Aside from the public sector, there are also a vast range of opportunities in private sector agencies.

# Beneficial Skills

If you are considering a career in intelligence, the below skills are most often considered to be an asset:

- **Analytical Skills:** Ability to critically evaluate information, identify trends, and make logical deductions from complex data sets.
- **Research Skills:** Proficiency in gathering information from diverse sources and synthesising it into coherent reports.
- **Communication Skills:** Clear and concise writing for producing intelligence reports, as well as effective verbal communication for briefings and presentations.
- **Critical Thinking:** Capacity to assess information objectively, consider alternative hypotheses, and anticipate potential outcomes.
- **Ethical Decision-Making:** Upholding ethical standards in handling sensitive information and ensuring integrity in reporting findings is paramount.
- **Collaborative Skills:** Intelligence work often involves collaboration with team members, experts from other disciplines, and external partners or clients.
- **Adaptability and Resilience:** The ability to thrive in high-pressure environments, adapt to changing priorities, and manage stress effectively is crucial.

# Qualifications

While there is no standard blueprint qualification required to work in the intelligence sector, qualifications that are useful to work in the sector include STEM and Social Science courses (i.e., computer software engineering, computer science, cyber security, political science, international relations, history, religious studies, criminal justice), and, in some cases, an advanced degree (i.e., master's or PhD).

That said, no intelligence practitioner is the same. Many of our practitioners come from a vast range of diverse backgrounds, and have a range of differing qualifications.

# HEAR FROM OUR NZIIP PROFESSIONALS

"Learn to read deeply... swab music playlists and audiobooks on security, politics, diplomacy, militaries, economics, science and technology. If 1% of eight hours a week of reading and listening sticks, your depth of knowledge and analysis will become excellent."

- **Officer**

"Approach things with an open mind, explore invitations and opportunities that will allow you to gain experience. Don't be afraid to accept roles or tasks that may be new to you as it will help you figure out where you might like to specialise and grow your career."

- **Intelligence Analyst**

"People within the intelligence profession come from a range of backgrounds whether that be arts, science, statistics, law, engineering or medicine. The array of expertise is broad. That being said, a few attributes that will set you apart is your curiosity, attention to detail and creativity."

- **Analyst**

"Be interested in the world and what is going on around you, learn how to write well, learn how to ask questions, practice presenting to others."

- **Intelligence Analyst**

"A key part of intelligence is being predictive in your work. To help you prepare, get to know a subject and then predict what is going to happen next to a degree of probability. If you are getting pretty good at working out the future, you would probably suit a role in the intelligence community."

- **Officer**



# THE NEW ZEALAND INSTITUTE OF INTELLIGENCE PROFESSIONALS



## Who Are We?

The New Zealand Institute of Intelligence Professionals was established in 2008 with the purpose of providing a vehicle for fostering collaboration amongst the New Zealand intelligence cadre. Our mission is to strengthen the intelligence profession and represent intelligence professionals.

Our purpose is to enhance whanaungatanga, confidence and pride in our profession. We aim to do this by providing opportunities for participation in industry events, by seeking partnerships with organisations who support our members, and by protecting both the people and the standards which together form the basis of our profession.

Our events include our annual conference, where speakers discuss pressing issues and challenges facing the sector, and our annual awards night where we celebrate the best in intelligence practice.

## The NZIIP Internship

The New Zealand Institute of Intelligence Professionals (NZIIP) provides annual internship experience to university students across Aotearoa.

This internship is a rare and exciting opportunity designed to offer students firsthand exposure to the intelligence community. This is especially advantageous for students looking to enter the profession with many of our prior interns having successfully entered the workforce at the conclusion of their studies.

By participating in this internship, students will gain invaluable insights into the operations and intricacies of the intelligence field, preparing them for potential future careers in the sector. Interns support the NZIIP Committee by assisting with event planning, handling administrative duties, and offering a fresh student perspective on industry matters.

This hands-on learning opportunity not only allows interns to develop practical skills but also fosters relationships with seasoned intelligence professionals and mentors from a diverse range of public and private organisations.

Under the guidance of top intelligence professionals in New Zealand, there is no superior opportunity for students aspiring to join the sector.

Internship recruitment takes place during November/December of each year. Vacancies for interns are usually published on university career websites, however, if you are interested in interning and would like to find out more in the meantime, please email [info@nziip.co.nz](mailto:info@nziip.co.nz).

# HEAR FROM OUR INTERNS

## **Lennart**

### **Wellington Intern (2024)**

As a current third year Bachelor of Science student at Victoria University, I have developed a keen interest in the intelligence industry here in New Zealand. During my time as an intern at the New Zealand Institute of Intelligence Professionals (NZIIP), I have had the opportunity to assist the committee with organising events and administrative tasks, which has allowed me to develop some new skills and receive valuable advice and mentorship. Having the opportunity to be involved in a community of professionals across a diverse range of intelligence-related roles in both the public and private sectors and build relationships with its members has been a truly unique experience.





## **Emelye**

### **Wellington Intern (2023-2024)**

As a returning NZIIP intern, I have had the opportunity to fully immerse myself in New Zealand's intelligence landscape. Attending national conferences graced by international keynote speakers has provided me with a panoramic view of global intelligence challenges and strategies. Notably, I had the honour of MC'ing a panel focused on national security in the esteemed halls of Parliament, where I facilitated discussions among top minds in the field. Working alongside some of New Zealand's most distinguished intelligence professionals has been both humbling and inspiring. Their guidance and mentorship have not only refined my understanding of intelligence in New Zealand, but have also instilled in me a profound appreciation for all of those working to keep our country safe. As a final year law student, this internship has deepened my commitment to pursuing a career at the heart of law and national security.



## **Palash**

### **Auckland Intern (2024)**

As a current second-year medical student at the University of Auckland, I have found immense value in my internship with the New Zealand Institute of Intelligence Professionals (NZIIP). This experience has granted me the opportunity to delve into various intelligence organisations of NZ, enriching my understanding of how critical information management can impact public health and safety. During my time at NZIIP I have learnt about our intelligence agencies and attended workshops which have developed my event coordination skills and provided insights into the strategic operations within the intelligence sector. Engaging with experts from diverse fields has not only broadened my professional network but also deepened my appreciation for interdisciplinary collaboration. This internship has reinforced my commitment to pursuing a career that integrates medical knowledge with intelligence to enhance national healthcare systems.

# USEFUL RESOURCES

**NZIIP Website:** <https://nziip.org.nz/>

**NZIIP Intelligence Practitioners Handbook:** <https://nziip.org.nz/wp-content/uploads/2024/01/nziip-practitioners-handbook.pdf>

**NZIIP Code of Ethics:** [https://nziip.org.nz/wp-content/uploads/2024/01/nziip\\_code\\_of\\_ethics.pdf](https://nziip.org.nz/wp-content/uploads/2024/01/nziip_code_of_ethics.pdf)

**Protective Security Requirements (PSR) Classification Handbook - Guidelines for protecting New Zealand Government information:**

<https://www.protectivesecurity.govt.nz/assets/protective-security-requirements/resources/information-security/psr-classification-handbook.pdf>

**PSR Module 1: Introduction to Classification:** <https://www.ldc.govt.nz/learning-modules/introduction-to-classification>

**PSR Module 2: How to Classify Information:** <https://www.ldc.govt.nz/learning-modules/how-to-classify-information>

**PSR Module 3: How to Protect information:** <https://www.ldc.govt.nz/learning-modules/how-to-protect-information>

**PSR Module 4: How to Classify National Security Information:**

<https://www.ldc.govt.nz/learning-modules/classifying-national-security-information>

**PSR Module 5: How to Protect National Security Information:** <https://www.ldc.govt.nz/learning-modules/classifying-national-security-information>

**Other PSR Resources:** <https://www.protectivesecurity.govt.nz/resources>

**New Zealand Intelligence Community Career Pathways Framework Overview:**

<https://beyondordinary.nzic.govt.nz/assets/Beyond-Ordinary-shared/Careers-pathways-booklet.pdf>

**Beyond Ordinary Careers Webpage:** <https://beyondordinary.nzic.govt.nz/careers>

**Department of the Prime Minister and Cabinet - Aotearoa's National Security Strategy:**

<https://www.dpmmc.govt.nz/our-programmes/national-security/aotearoas-national-security-strategy>



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