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Abstract: This document contains an assessment of the LEAs technological needs. It also describes the use cases and the derived functional and non-functional requirements for the MAGNETO platform.

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Glossary

CCTV	Closed Circuit Television
DDP	Deliverable Development Plan
DROP	Distinctive Region Or Pattern
EAB	External Advisory Board
EC	European Commission
ETHAB	Ethics Advisory Board
GA	General Assembly
GDPR	General Data Protection Regulation
ISO	International Standards Organisation
KoM	Kickoff Meeting
LEA	Law Enforcement Agency
MoM	Minutes of Meeting
MPEG	Moving Pictures Experts Group
OSINT	Open Source Intelligence
PMC	Project Management Committee
PO	Project Officer
QPR	Quarterly Periodic Report
SAB	Security Advisory Board
STAB	Scientific and Technical Advisory Board
WP	Work Package
DoA	Description of Actions
SIF	Semantic Interoperability Framework

Executive Summary

The MAGNETO platform is expected to develop an innovative set of tools to help officers in dealing with massive volumes, heterogeneity and fragmentation of the data collected during investigations.

Such a potential disrupting technology would reasonably have a significant impact on the workflow of the organization who is going to adopt it, eventually causing changes in the composition of teams, skilled required for their members and procedures asked for the usage and management of the platform. For a LEA introducing the MAGNETO platform into the organization for the first time, it is crucial to correctly handle the deployment process, in order to obtain the expected results.

For this purpose, a key factor is to define a methodology for the introduction of the platform for the selected LEAs in charge of testing the early MAGNETO release, in order to build up a deployment knowledge base to be eventually shared among LEAs that will follow afterwards with the adoption.

The proposed methodology is composed by plans, recommendations and procedures both technical and organizational. This methodology will pursue two main objectives: from one side they will give operational instructions for early adopting LEAs, facilitating their very first deployments; on the other side they will collect feedbacks from the involved actors in order to fine-tune the methodology for the following LEAs.

For this purpose, early adopting LEAs are asked to complete periodic reports at each stage of the deployment plan and also collect feedbacks all along the process: this documentation will constitute the MAGNETO's knowledge base to be shared among LEAs being the basis for remote and on site tutoring activities.

1. Introduction

The MAGNETO platform is going to be an innovative tool specifically developed based on the needs the many LEAs reported to be major issues in their investigations nowadays. In particular, the platform will address critical factors that negatively affect the speed and the results of investigations, which are related to amounts and variety of data which have to be analysed and correlated even in ordinary cases.

Currently the analysis of such data volumes frequently exceeds the capacity of the police teams and both the workload and time constraints can be overstressing.

Thus the MAGNETO platform will enhance the capabilities of LEAs through a series of properly-designed, cutting-edge, data-oriented technologies and solutions. These technologies will permit LEAs to consistently process massive heterogeneous data and find hidden relationships within the datasets in a more efficient manner, and it will deliver unique and innovative functionalities that are currently beyond the state of the art of traditional tools used by LEAs.

Nevertheless, such disrupting technology will surely have an impact on the consolidated procedures of the LEAs' workflow, just as it will have on the involved operators and the related chain of command. Such impact will potentially generate significant changes both at the operational and management level that could negatively affect the adoption of the MAGNETO platform if ignored or underestimated. Thus, it is of primary importance to define and share a methodology for the deployment process that could drive the introduction of the MAGNETO technology into LEAs by detecting issues in time, handling the changes in a positive way and delivering effective investigative results.

This methodology for the deployment process, called Transferability Framework, will also ensure the circulation of experiences and best practices about the usage and installation of the MAGNETO platform among LEAs, improving the deployments on an iterative basis.

1.1 Objectives of this deliverable

The object of this deliverable is to perform an initial study about the Transferability Framework, in order to develop an initial methodology to ensure a successful adoption of the MAGNETO platform at operational LEAs, by defining proper plans, recommendations and procedures for effective deployment. These achievements will be obtained by describing general guidelines for the deployment and operational usage, collecting and reporting feedback and lessons learnt at various levels and ensuring the circulation of such information constituting the internal knowledge base.

1.2 Deliverable structure

This deliverable presents in chapter 2 the general aspects and common issues related to the introduction of a totally new technology into consolidated organizations, as the LEAs are. Here, several factors that can impact on the deployment of a technological platform are described, considering organizational issues as the most relevant. Things like selecting proper personnel involved in the project, how to build the group and define the stakeholders are mentioned as key factor for a successful deployment, as so as adequate training and periodic monitoring.

In chapter 3 the general aspects discussed into the previous chapter are defined in details for the specific adoption of the MAGNETO platform at LEAs' premises. A plan for scheduling the deployment process is proposed, with succeeding phases and corresponding actions. Furthermore, technical and organizational recommendations for an effective deployment are given, to be implemented at any moment of the process. Moreover, procedures to perform specific tasks are defined, completing the guidelines for the deployment process.

Beside such indications, instructions for keeping track of progress, issues and feedback are illustrated, in order to build up a MAGNETO deployment knowledge base. Such information based on The early experiences of initial LEAs will then be shared with the remainder of the group, ensuring the spread of lessons learnt and improving further deployment on an iterative basis.

2. Empowering LEAs with new technologies: general aspects and common issues

In order to help and accelerate the digital transformation of traditional processes followed by traditional and consolidated organizations like LEAs, leaders and commanders need to consider some key points that may determine the obstruction and failure of the introduction of new technologies. It must be considered that such key points only partially belong to technical domains, and they are often much more related to the management of the process. The most common ones are mentioned below:

- The lack of a clear and coherent strategy that measures and keeps track of progress made with respect to the objectives.
- Importance of users who will use the new tools in terms requirements and user experience. There is therefore the need to incorporate the feedback quickly and constantly.
- Resistance to change: it appears in many ways, from inertia to petty sabotage.

In particular, this last point strictly depends on the people and stakeholders impacted by the project, as they could perceive it as a negative factor for themselves. The most common oppositional prejudices are based on personal fears about:

- Loss of control. Change interferes with autonomy and can make people feel that they have lost control over their working space or established power.
- More work. Change is indeed more work. Those closest to the change in terms of designing and testing it are often overloaded, in part because of the inevitable unanticipated glitches in the middle of change.
- Ripple effects. Like tossing a pebble into a pond, change creates ripples, reaching even distant spots. The effect of the introduction of the new technology could impact other departments or units, and they will start to push back, rebelling against changes they had nothing to do with, that impact on their own activities. Leaders/Commanders should enlarge the circle of stakeholders, considering all affected parties, even if distant, and work with them to minimize negative effects.
- Concerns about competence. If the changes make people feel overwhelmed it may be met with resistance. Users may feel skeptical that the new technology will work and that their previous skills may become obsolete.
- Lack of personnel resources.

To prevent consequences of such potential negative factors, Leaders/Commanders should invest in structural reassurance, providing abundant information, education, training, mentors, and support systems.

It is important to strengthen the innovative and collaborative culture of those approaching a new technology and change the working environment to stimulate collaboration for groups and operators

involved in the introduction of the new technology, so that they work collaboratively on solutions and ideas of common interest.

2.1 Scope of the tools and actors involved

The MAGNETO platform will facilitate investigations by collecting and processing a large quantity of meaningful information related to places, people, correlating sequence of events, roles of participants, and possibly providing court-proof evidence.

In this regard, it is necessary to establish a team within each LEA - experts in the domain of interest - that are able to understand the correct functioning of the new introduced technology and appreciate its capabilities, in order to test it and provide relevant feedback to other LEAs and developers.

Providing adequate training on the use of the software is another fundamental aspect, both for those who will perform the tests and for those who will supervise the team. It is necessary to outline and explain the motivations behind the project, its scope, what is the expected outcome and the criteria they must meet. The benefits of a clearly defined project scope include:

- articulate what the project entails so that all stakeholders can understand aspects involved;
- provide a roadmap that managers/commanders can use to assign tasks, schedule work and eventually budget;
- help team members in focusing on common objectives;
- prevent complex projects from drifting beyond the established boundaries.

The lack of defined objectives could generate uncertainty about the validity of the project, just as much as being unclear on which people are involved could undermine the commitment of the workforce.

The goal is to give precise and accurate information during this process, so that the project's scope effectively reflects all requirements and thus significantly increases the chances for project leaders to deliver results that meet stakeholder expectations.

2.2 Deploy to the proper unit

A common problem of introducing a new technology is to deploy it to users who are not experts in the domain or who do not have the right institutional goals and enough power to reach them. The proper unit should be able to fully understand the concepts, the dynamics, the general rules that define the application domain in which the system will be used, the operational context in which the platform will perform.

Only by having such a wide knowledge and experiences will it be possible for people involved in the project to agree upon the requirements and characteristics the system must exhibit in order to operate in the specific environment in the most effective way.

Furthermore, the unit assigned for the new technology should be able to fully use it, inside the proper regulatory framework and under an adequate institutional mandate. Unjustified organizational constraints and limits that could nevertheless affect the success of the project have to be avoided by a

proactive management. For this purpose, MAGNETO operators with investigation expertise will be able to provide useful information and relevant feedback that can represent early warnings to detect a misuse of the new technology or external sabotage.

2.3 Chain of command and stakeholders

Stakeholders represent a complex and varied multiplicity of persons who have a legitimate interest in the project. Inside an operational LEA there could be a large number of stakeholders, far beyond the operators involved in the daily usage of the platform. Stakeholders represent another factor that can contribute to the success or failure related to the introduction of a new technology.

To detect the categories of stakeholders it is necessary to analyze the context and the reference community of the organization. Among the internal stakeholders there are certainly the general manager/commander of the LEA, the team leader of work group and the collaborators who are directly involved in the use of the new technology. Identifying the stakeholders correctly allows to:

- identify obstacles and difficulties in a timely manner;
- involve them in the processes of evolution and change.

The chain of command must be always be aware of the status of the project, not only about the strict use of technology or related results but also about its continuous development and progress. The communication between internal stakeholders within the same organization is crucial but also external entities could augment the potential usage of the technology by spreading and multiplying possible relevant results. In this case, for example, it could be useful to extend the information to the main external stakeholder, the respective judicial authorities.

2.4 Training and usage monitoring

Training is a fundamental phase in the development of each new technology because it gives to the users a specific period of time totally dedicated to learn the use of a new product. The training must be a systematic activity performed to modify the skills, attitudes and the behavior of an employee to perform a particular job. Assessments of training needs (organizational, technical and individual) will identify any gaps in past training initiatives and employees' skill sets. These gaps should be analyzed, prioritized and transformed into the organization's training objectives. This phase must be strictly followed by the operational use of the new platform in order to not invalidate the effectiveness of the performed training. The groups of trained operators should use the system for a certain period and be monitored for that: it is important to verify the frequency of the usage and the complete use of all the features of the new technology in order to avoid under-usage or misuse.

Furthermore, the systematic use of the system allows not only to take advantage of the training but also to accurately test the functionality of the new technology. During this phase the behavior of the product is observed through the operational use by a certain number of end users, thus a proper mechanism of reporting feedback and possible best practices should be designed. This phase allows for a gradual process of entering the new technology and verifying which difficulties may be encountered by specific users and eventually intervene before a larger diffusion.

2.5 Technology management

The technology management process in an organization is related to understanding the value of certain technology for the organization and ensure it over time. Especially for long-term project, the technology involved has to be managed in order to keep its value in term of costs and effectiveness. This means that a new system, once introduced, must be periodically maintained in its components and verified in its functionalities, eventually providing updates/upgrades.

Similarly, the operators involved in the usage of the technology have to be periodically audited, in order to assess their workload and skill sets and eventually select new personnel to join the group and/or perform new training session.

These actions will contribute in keeping the technology valuable over time, avoiding rapid obsolescence.

2.6 Periodic reporting

During all the phases of the adoption of a new technology it is necessary to keep track of the activities and then to present adequate information on various aspects of its use to the management. Reports play a fundamental role, both for the organization and for stakeholders: on the one hand they allow management to constantly monitor the implementation of the project, perform assessment and address issues on time; on the other hand, they let stakeholders benefit from the project by, for instance, sharing the details of experiences to the other LEAs or to the developers of the new technology.

To be effective in this phase it is essential that periodic reports are produced, which have to be clear and documenting the essential aspects of the experience with the new system. Such clarity can also help in case of complex problem solving.

3. MAGNETO Platform Deployment to consortium's LEAs

With the MAGNETO platform a new data model will be delivered to investigators that will enable joint exploitation of multiple diverse multimedia data sources, together with modular and scalable analytics engines in order to help LEAs in correlating data and finding hidden relationships, screening and classifying pieces of evidence. Furthermore, the platform will be integrated with augmented intelligence technologies with the intent for LEAs to present potential answers or possible paths for exploration.

All those features to be implemented in MAGNETO will result in a unique investigation platform possibly the first of its kind to be used by LEAs, and it is expected to deliver relevant results not only in terms of increased efficiency, but also enhanced capabilities.

For this purpose, a key factor is to define a methodology for the introduction of the platform for the selected LEAs in charge of testing the early MAGNETO release, in order to build up a deployment knowledge base to be eventually shared among LEAs that will follow afterwards with the adoption.

The methodology for a proper deployment proposed in this document has been developed some time before the actual deployment of the platform. So it represents a set of "a priori" guidelines targeted for all the actors involved into the early usage of the MAGNETO platform, to be possibly improved on an iterative basis as long as more following LEAs adopt the new technology.

For these reasons it is required that the early adopting LEAs consider the plans, recommendations and procedures provided in these guidelines as general indications for the deployment and initial usage of the MAGNETO platform, and then periodically report comments on their applicability and effectiveness. Such feedback will enrich the Transferability Study and possibly improve the initial guidelines, highlighting issues not considered before the first adoption.

3.1 Plans

The introduction of a new technology in a consolidated organization could result in a complicated process, where the success of the project largely depends on the proper management of related changes. In this perspective, it is fundamental to define a reference plan in which all phases of the project are defined, together with their goals and duration.

The deployment plan for the MAGNETO project is structured with 3 phases: ramp-up period, operational usage and assessment of the results.

3.1.1 Ramp-up period

The ramp-up period corresponds to an initial interval of time fully dedicated to the proper technical and organizational setup for the MAGNETO platform. The objective of this phase is to prepare the LEAs both from a technical and an organizational point of view for the further systematic use of the platform on real cases in their daily work.

The start and duration of the ramp-up period has to be scheduled according to the structure of the specific LEA, but it should not be shorter than 2 months or longer than 4 months. In this phase, the following actions have to be performed:

a) Formally select the figures involved in the project and designate dedicated personnel, building a so-called "MAGNETO investigative group"; this group will be the entity internal to the LEA in charge of performing the deployment and usage of the platform;
b) Perform a full deployment of MAGNETO platform in terms of hardware, software, connectivity and security measures for operational use;
c) Ensure that operators, analysts and team leaders completed the training courses according to the indication coming from developers in D7.3;
d) Run specific tests, to be provided by developers, to verify that the entire MAGNETO platform as well as the single tools work properly before advancing with the other phases;

3.1.2 Operational usage

Once the ramp-up period has been successfully completed, the adopting LEAs shall schedule a proper period of time for the operational usage of the deployed MAGNETO platform. In this phase, the platform has to run on real cases, employing operators previously trained and involving all dedicated personnel at various levels. The object of this phase is to integrate the platform into the usual workflow of the organization.

The operational usage period should start right after the ramp up and it should last, according to the structure of the specific LEA, not less than 2 months and more than 4 months. In this phase, the following actions have to be successfully completed:

a) Accurately select the investigations on which the platform is used, preferring ones that could impact on all the tools provided by the platform;
b) In order to avoid underuse or lack of data, run the platform on multiple investigations in parallel;
c) If possible, keep using legacy investigation tools in parallel with the MAGNETO platform, for further comparisons in terms of features and performances; for this task, eventually personnel outside the MAGNETO investigative group can be employed;

3.1.3 Assessment of results

At the end of the operational usage period, the adopting LEA shall assess the obtained results. The objective is to consolidate the features that demonstrated to be useful for the investigations and highlight encountered issues, in order to eventually iterate the development of the platform and/or improve the new deployment processes.

In this phase, the following actions have to be carried out:

a) Collect the maximum amount of feedback from all operators and supervisors involved at various levels, related to the features implemented by the MAGNETO platform and to the procedures of the deployment defined in this document;

b) Separate the assessment of technical results from the investigative ones, since they could be not directly related;
c) Consider the possibility to iterate the phases of deployment that have shown relevant issues;

3.2 Recommendations

Beside the plans for the deployment of the MAGNETO platform, which are general guidelines for the entire process, recommendations regarding particular aspects of specific tasks or issues are given. Such recommendations could impact on actions performed at any phase of the plans, and they are divided into two categories: technical recommendations, which are related to the setup of the platform; organizational recommendations, mostly related to the management of the deployment process.

3.2.1 Technical

The following recommendations have the objective to ensure that the MAGNETO platform deployment has successfully completed from the technical point of view.

a) The installation of hardware and software on the LEAs' premises should be carried out by specialized personnel, even outside the MAGNETO investigative group (ICT specialist with the support of MAGNETO developers);
b) The platform is considered as a system under test, and for this reason should have separated security policies for local and remote access and connectivity. Preferably it should not be directly connected to production systems with sensitive data or critical infrastructure; if the access to such sensitive information is required, use secure gateways;
c) Access to the platform's tool and data has to be granted to the members of the MAGNETO investigative group only;

3.2.2 Organizational

The following recommendations have the objective to ensure that the adoption of the MAGNETO platform is properly handled inside the organization, facilitating the management of changes in the everyday workflow.

a) Appoint a general manager for MAGNETO adoption in the organization, which will be single point of contact to MAGNETO investigative group for any external entity, both inside and outside the LEA;
b) The general manager will globally handle the deployment process, monitoring the results, facilitating all tasks and ensuring communications with external entities;
c) A minimum of 3 senior analysts, with solid technical and investigative background, should be dedicated to the operational usage of the platform; each analyst should perform investigations on its own, in order to try to guarantee a wider use of the tools and differentiation of user experiences, possibly covering all the domains of the implemented features
d) Provide an ICT specialist to the MAGNETO investigative group able to ensure a quick and continuous support, as the deployed technology could be beyond the technical background of involved personnel

e) Appoint an operational manager for MAGNETO able to coordinate the analysts, manage their investigations and appreciate the results; he/she will know the complete status of the deployment and the operational usage of the platform at any phase and it will report to general manager;
f) During the usage of the MANETO platform it is strongly suggested to keep the organization informed about ongoing actions, obtained results and potential ones; doing so will improve the technology's chances of implementation at all levels and reduce the likelihood of possible negative reactions.

3.3 Procedures

Some specific tasks of the deployment represent a key factor for the correct adoption of the platform into LEAs' organization. These tasks have been defined by brief procedures which list the main actions needed to complete them.

3.3.1 Technical deployment

In order to correctly deploy the platform and minimize the risk of technical failures during the operational usage, the following procedures have to be considered:

a) Ensure to purchase the hardware with minimum requirements specified by the Consortium, compatible with the security policies of the organization and the existing infrastructure
b) Perform the installation of hardware and software on LEAs' premises by following the instructions given by Developers/SMEs;
c) Once the setup has completed, each tool/feature implemented into the platform has to be tested with sample datasets provided by related developers/SMEs; running the tools/features on such datasets should produce known results which can validate the correctness of deployment;

3.3.2 Training

In order to maximize the technological potential of the platform for the investigations, the training phase of the involved operators is a critical moment. To ensure an adequate usage of the platform by the assigned operators the following procedures have to be considered:

a) Senior analysts and the operational manager members of the MAGNETO investigative group have to successfully complete the specific training session according to D7.3 Training Session and Evaluation before to operate autonomously on the platform. The general manager could skip the specialist training but should be highly aware of the platform's technological potential and its impact on the investigations;
b) Prior to deploy the Magneto platform for operational use, LEAs should select existing internal datasets, coming for instance from a closed case, to run independent tests in order to ensure the applicability of the platform to further real cases.

3.3.3 Monitoring and reporting

The deployment of the platform will constitute a relevant effort for the adopting LEA, which will probably face issues and difficulties besides the indications defined in this document. In order to improve the deployment process for new adopting LEAs, it is important that actual LEA keeps track of its experiences at every step of the process.

a) Ensure to periodically collect feedback from all involved operators at each stage of the deployment in order to get sufficient materials to build a knowledge base and reports;
b) At the end of each phase of the deployment plans, fulfill brief reports containing lessons learnt or relevant issues, especially related to recommendations and procedures defined in this document; in these reports LEA shall specify whether plans have been respected or diverged from forecasts;

3.3.4 Internal Knowledge base

The entire documentation produced in the Transferability Framework will constitute a continuously growing knowledge base for the successful MAGNETO platform deployment to be shared among LEAs. In fact, all the standardized reports collected during the monitoring phases and the everyday usage will contain valuable information that will be used to help the following deployments.

For this purpose, the following actions have to be considered:

a) Collected feedback, reports and experiences about tools and features implemented into the MAGNETO platform have to be stored in a consistent manner, to build up the technical knowledge base;
b) Collected feedback, reports and experiences about managing the MAGNETO investigative group and the representation of possible results have to be stored in a consistent manner, to build up the organizational knowledge base;
c) The knowledge bases will be shared with LEAs that will adopt the MAGNETO platform;
d) The knowledge bases will be used as reference to define a set of best practices in the following phases of the Transferability Framework;

4. Technology Transfer

Introducing a new technology in an organization with a consolidated workflow and strict procedures could result in a complex process that could potentially affect the success of the project. The MAGNETO platform deployment to LEAs' premises has been designed to be a gradual process in which few early adopting LEAs will experiment the installation first. Those LEAs will be closely supported by consortium's partners which will guarantee focused support as feedback and possible issues will come up. It is important to collect information based on the experiences of first adopting LEAs in order to continuously improve the deployment process for following adopting LEAs and possibly define best practices for the operational usage to be shared among specialized operators over time. Such information constitutes the MAGNETO platform's technical and organizational knowledge bases, and will be the know-how to be transferred among users for an effective diffusion of the MAGNETO platform.

4.1 Knowledge base sharing

A first and simple way to transfer the developed knowledge about the deployment and usage of the MAGNETO platform is to share the documentation, reports and feedback produced by early adopting LEAs according of this deliverable. For this purpose, the following actions shall be considered:

a) Select a single point of contact for each LEA, preferably the general manager of the MAGNETO investigative group, responsible of establishing relations for the technology transfer;
b) Organizational issues should be discussed and handled by the general managers;
c) Technical and operational issues should be handled by the operational manager, which will report information and discuss with the analysts and ICT specialist;

4.2 Tutoring by meetings

Circulating documents and information will not be the only way for the technology transfer among LEAs. If needed, the LEA involved in the deployment of MAGNETO platform could request a live meeting with ones that previously adopted the platform in order to receive a direct and more focused support. Thus, LEAs should take into account that:

a) Experienced LEAs will be possibly asked to perform some tutoring for the trainees;
b) Live meetings should be requested only after the internal training has ended and the knowledge bases transfer has been performed;
c) General managers will schedule the activities;
d) Operational managers will lead the live technology transfer during both ad-hoc phone/video calls and eventually remote desktop like assistance;
e) In special case, live tutoring on premises could organized with experienced LEA;

Appendix A: Example

TBC