Strategic Plan
for the
Division of Insurance Fraud

This document defines a strategic plan for the Division of Insurance Fraud. It reviews strengths, weaknesses, threats and opportunities; presents a series of fundamental statements relating to the Division of Insurance Fraud's vision, mission, values and objectives; and sets out the Division of Insurance Fraud's proposed strategies, goals and action programs.

Forward

This plan is about strategy creation and implementation. A good strategy matched with outstanding implementation is the best assurance of success for the Division. The creation of strategy is about ***doing the right things*** and is the primary concern of the senior leadership of the Division. Implementation is about ***doing things right***, a very different set of activities. Senior leadership of the Division and lower ranking managers must give implementation intense attention, as even a great strategy has no value if people fail to implement it properly.

The original Greek word strategos was a military term used to describe the art of the general. Carl von Clausewitz, a 19th century theoretician in the art of war further described strategy as "concerned with drafting the plan of war and shaping the individual campaigns, and within these, deciding on the individual engagements."[1] Historian Edward Meade Earle further defined strategy when he described it as, "the art of controlling and utilizing the resources of a nation --- state --- or a coalition --- including its armed forces to the end that it's vital interests shall be effectively promoted and secured."[2]

So, what is strategy? Strategy is a ***PLAN*** that aims to give the Division a competitive advantage over similar units in other states through differentiation. Strategy is about understanding what the Division does, what the Division wants to become, and most significantly, focusing on how the Division plans to get there. It is also about what you don't do; it draws boundaries around the scope of the Divisions' intentions. A sound strategic plan skillfully implemented, identifies the goals and directions that managers and their employees need at every level in order to define their work and make their Division successful. A Division, without a strategic plan in comparison is rudderless. It flails about, dashing off in one direction after other as new directives are presented, but never achieving a great deal.

The strategy process as shown on the previous page follows from the mission of the Division, which defines the purpose and what it intends to do for stakeholders. Given the mission, senior administrative

The Strategy Process
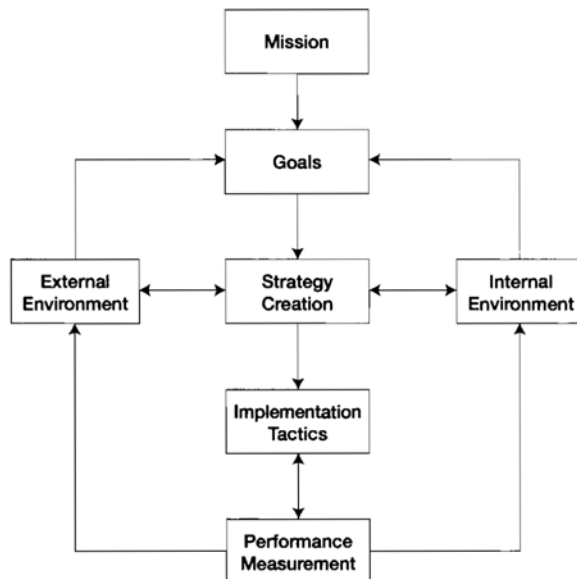
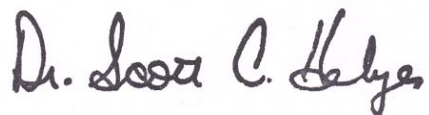[1] Carl von Clausewitz, *On War*, Volume1 (London: Kegan Paul), 177.

staff, the captains and lieutenants of the respective regions and the field offices have participated in a SWOT analysis to set a goal that is a tangible manifestation of the Division's mission and a metric to measure performance and progress.

What's Ahead

This strategic Plan follows the contemporary format of using the SWOT analysis to illuminate the Divisions internal strengths and weaknesses along with external opportunities and threats. The SWOT as conducted is a good dash board indicator of the Division's internal environment, its' core competencies and processes. The next step was to determine the type of strategy the Division should pursue. The planning process continues as the strategy is integrated into the action plan indicating how strategy can be used to enter and build defensible positions within the external environments of Division operations. As the organization moves from strategy creation to implementation the measurement of performance tool that was created during the SWOT analysis becomes the scale by which the Division marks its progress. As the measurement metric was constructed it was necessary to examine the alignment between strategy and the day-to-day details of Division operation.   Once the strategy was aligned the action plan was refined to reflect the alignment. Lastly the focus of the plan integrates techniques for keeping the action plan on track.   Senior management cannot simply issue a set of instructions and expect flawless   implementation. Rather they must support the plan with consistent behaviors, training, and other reinforcement.

In the short time that the facilitator spent with the Division of Insurance Fraud it was observed that the people of the Division are the greatest asset that it has. Harnessing their energy and commitment to strategic change is a significant challenge for the senior administrative team. They must know that success is important to their personal careers and futures. They must be motivated to do the right things well. They must also see the real incentives for their hard work.

Very Respectfully,

Dr. Scott C. Helyer

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[2] Edward Mead Earle, ed., *Makers of Modern Strategy* (Princeton, NJ: Princeton University Press, 1943).

Strengths, Weaknesses, Threats & Opportunities

This strategic plan addresses the following key strengths, weaknesses, threats and opportunities which apply to Division of Insurance Fraud now and in the foreseeable future:

Strengths:
- Highly experienced investigators: access to a variety of skills sets and professionals.
- Free and flexible work environment
- Potential for excellence in the existing workforce.
- Accreditation.
- Leadership.
- Acknowledgement that change is required and is happening.

Weaknesses:
- Limited resources to solve cases.
- Lack of commitment - double standards.
- Lack of special units for insurance fraud training.
- Lack of benchmarking & inner region communication.
- Lack of parity in income levels as compared to other agencies.
- Inability to reward top performers.

Threats:
- Legislature
- Prosecutors: a) not understanding cases, b) not filing charges, & c) cases viewed as low priority by prosecutors.
- Budgetary constraints
- Salaries not compatible with other agencies
- Political changes/shift (movement of CFO)
- Political meddling

Opportunities:
- To maximize efficiency by reorganizing resources to anticipate future challenges.
- Expansion of law enforcement authority through consolidation of other state bureaus.
- Opportunity to be rewarded for your performance.
- To deter and prevent insurance fraud.
- Develop a mentoring program for potential supervisors to provide a minimum level of training now, instead of after a promotion.

Vision

The vision for the Division of Insurance Fraud is:

As a Division our vision is to be efficient in the operations and performance of the Division. The implementation of this vision will be evidenced by actions which produce:
- Motivating, Mentoring, & Training (MMT) experiences
- T-E-A-M-W-O-R-K!
- Coaching for success.
- Innovation: Not afraid of change.
- Team members that are aggressive in the pursuit of excellence.

Mission Statement

The central purpose and role of Division of Insurance Fraud is defined as:

> To Safeguard the people of Florida and the assets of the state through financial accountability, education, advocacy, and enforcement.

Division Values

The values governing The Department of Financial Services, Division of Insurance Fraud's development will include the following:

> The Department of Financial Services is to be known as the most:

- ethical,
- professional and,
- pro-active state agency in Florida.

Performance Objectives

The performance objectives for the Division of Insurance Fraud are focused on:

1. Giving the detectives the Division's expectations of performance and holding them and their supervisors accountable.
2. Construction of a performance plan in line with the State Performance Evaluation system as provided by the Department of Management Services and the Department to achieve the performance goals of the Division.
3. Provide leadership guidance and stability.
4. Techniques to evaluate the solvability of cases i.e. focus on cases that produce arrests.
5. Increase quality and quantity of cases and arrests.
6. Enhancing the detective's resources to work the cases and give them tools to be successful.

Key Strategies

The following critical strategies will be pursued by Division of Insurance Fraud:

1) Adequately triage incoming referrals to open and assign most provable cases. This strategy will be evidenced through:

   a) screening & case management:

   b) benchmarking - best practice:

   c) GAP training – GAP training is a type of training that is generally looked at as horizontal. Horizontal in that it does not provide a new skill set for vertical

movement in the organization it simply provides or enhances foundation skills that individuals need to do their job.

2) Reallocation of resources (Critical Mass) from one area to another based on level of activity, performance and workload.

3) Let the detectives and the CIA know what the goals are: set the metrics, set the goals. Obtain Division buy in from everyone from the bottom up (grass roots). Support and encourage the team by enabling them to achieve the goals with in the time line.

4) Focus on cases that impact the communities and the industry the most (Game plan).

5) Use specialized units to expedite productivity. Larger cases worked by squads with multifunctional expertise.

6) Educating the public (including state attorneys) about the impact insurance fraud has Florida citizens as well as informing the public about penalties for insurance fraud.

Other supporting strategies include:

1. Supervisors need to implement performance measurement metrics
2. Streamline the tip intake process by developing/fine-tuning the evaluation metrics as well as by using forms designed specifically for each type of fraud (optimization)
3. Define each regions capability by caseload, set goals, guidelines, and provide a road map to get there (process improvement).
4. Developing and implementing a performance rubric to assess performance expectations.

Major Goal

The following goal will be achieved by Division of Insurance Fraud by the end of FY 2010 -11:

As a Division our priority goal is to be the number one insurance fraud investigative Division in the nation. This ranking will be evidenced by:
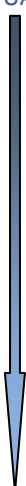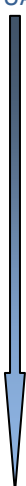
• number of Arrests.
• number of Cases Opened for Investigation.
• number of Cases Presented for Prosecution.
• number of Referrals.
• amount of Court Ordered Restitution.

Assessing Core Competency Strength

A core competence is a potential foundation for any new strategy. The term core competency refers to expertise and skills in key areas that directly produce superior performance. Many times the expertise or skill may be a core process, that key activity that turns inputs into outputs. For example USAA a member owned financial and insurance group that provides services to the U.S. Armed Forces personnel handling customer transaction from all over the world is a core process, and one that they excel at.

In the Comparison of Core Competencies chart below the Values are normalized. This means that the average value for all of the scores in competencies is set to zero. So if the value were to be -1, that would mean that the competency was below the average of all the other states by one standard deviation. If the value were a +1 the value means that the competency is above average by one standard deviation meaning that performance is better than average. By using multi year data a trend can be established as evidenced in Figure 1. Florida DIF values indicate that the number of referrals is slightly below average, convictions are below average by a similar amount and numbers of arrests are just slightly above average by about the same amount. The scale being used for this assessment ranges from -2 to +2 with the indices generated on the average and standard deviation of the respective measurement of performance. This numeric picture may be an indicator that the screening of referrals for selection needs to be refined with GAP training to determine the solvability of the case before it is opened and assigned.

Comparison of Core Competencies, Processes and Resources - Division of Insurance Fraud

Core Negative= below average Positive = above average 0=average	FL – DIF FY 08-09	CA- DIF	NJ- DIF	NY - DIF
Competencies (scale = -2 to +2)				
Number of Referrals	-0.152	1.299	-0.848	1.092
Number of Cases Opened	0.349	0.274	1.408	-0.682
Number of Arrests Number of	0.108	1.125	-0.558	0.133
Presentations	0.522	1.483	-0.410	-0.569
Convictions	-0.102	1.959	-0.439	-0.045
Restitution	1.954	0.100	-0.632	-0.262
Processes				
Screening of Referrals	2	UA	UA	UA
Inter Region Collaboration	3			
Training	4			
Identification of Priority Crimes	4			
Crime Trend Analysis	3.5			
Case Preparation (quality)	3			
Resource Allocation	4			
Assets				
Accreditation	5			
Strategic Partnerships	3			
Interlocks	3			
Networks	4			
Adequate Personnel (FTE)	4			
Hardware & Technology	5			

Source: CAIF

Comparison of Core Competencies, Processes and Resources with Trajectory Division of Insurance Fraud

Core 5 = Very Strong 1= Very Weak ⬇ = Declining ➡ = Plateau ⬆ = Improving	FL – DIF FY 08-09	Top Ranked DIF By CAIF	2nd Ranked DIF By CAIF
Competencies			
Number of Arrests	3 ⬇	5 ➡	3 ➡
Number of Cases Opened for Investigation	4 ⬇	5 ➡	3 ➡
Number of Cases Presented for Prosecution	3 ⬇	4 ⬆	2 ⬆
Number of Referrals	4 ⬇	5 ➡	4 ➡
Amount of Court Ordered Restitution	4 ➡	4 ⬆	1 ➡
Processes			
Screening of Referrals	2 ⬇	4 ➡	2 ⬇
Inter Region Collaboration	3 ➡	UA	NA
Training	4 ➡	4 ⬆	3 ➡
Identification of Priority Crimes	4 ⬇	4 ➡	3 ➡
Crime Trend Analysis	3.5 ➡	3.5 ⬆	3 ⬆
Case Preparation (quality)	3 ➡	UA	UA
Resource Allocation	4 ⬆	4 ⬇	3 ➡
Assets			
Accreditation	5 ⬆	NA	NA
Strategic Partnerships	3 ➡	NA	NA
Interlocks	3 ⬇	NA	NA
Networks	4 ⬆	NA	NA
Adequate Personnel (FTE)	4 ➡	NA	NA
Hardware & Technology	5 ⬆	NA	NA

Source: CAIF
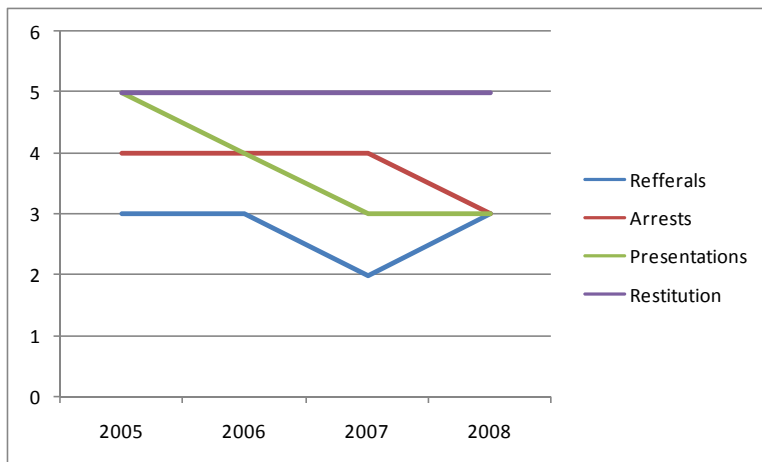
	Florida Department of Insurance Fraud Investigation			
	2005	2006	2007	2008
Refferals	3	3	2	3
Arrests	4	4	4	3
Presentations	5	4	3	3
Restitution	5	5	5	5

Figure 1 Division of Insurance Fraud national rankings by year.

Strategy Selection

The strategy selection for the Division of Insurance Fraud is a hybrid. The strategy blend takes components of *differentiation* and also from *network* strategy. By definition differentiation is expressed in a qualitative performance that results in selection of one group over another.   The DIF is seeking to differentiate on the basis of service. This service to the State of Florida is evidenced through the reduction in insurance fraud and the restitution of funds resulting from cases presented for prosecution. The second component of strategy for DIF comes from the network effect. Success with network effect depends heavily of a Division's ability to get out in front and become dominant on the national level. Alignment between strategy, service to the State of Florida and goals of the Division are absolutely essential.

Strategy Creation to Implementation

Step 3

Step 2

Allocation of Resources

Criteria for Reassignment

Measurement of pre-change performance.

Squads to areas of high activity.

Specialized Units

Determine types by level of fraud activity

Expertise from available resources

Establish and implement criteria for unit useage.

Monument tip screening for DIF

Profile cases for
1)maximum restitution
2)Number of arrests
3)Turnaround in presentation

Modify input system with fraud specific forms.

Step 1

Tip Screening

Integrate trajectory with action plan

Core competency strength with trajectory.

Asses core competency strength

Core Competency Strength

Step 4

Step 5

People

Write statement of performance metrics.

Implement performance measurement system

Monitor and modify as required

Step 7

Evaluation of Personnel & Process

Develop rubric for performance measurement

Implement rubric in assessment process

Provide rewards based on performance

Division of Insurance Fraud # 1 in National Rankings

Alignment of strategy with leadership

Alignment of strategies with processes

Alignment of strategies with resources

Procedures

Step 6

Evaluate and focus action teams by providing incentives for performance

Assign Resources to action items

Course of action stated

Action Plan

Step 8

9

Action Planning

The goal to be supported by the action plan is the movement of the DIF from being in the top five fraud groups as rated by CAIF to the number one position. This goal has as component parts the realignment of resources, performance metrics and optimization of operational efficiencies as the actions to achieve excellence. The fishbone diagram on the previous page illustrates the actions without the assignment of personnel. The action diagram below presents the responsibilities by group within the Division.
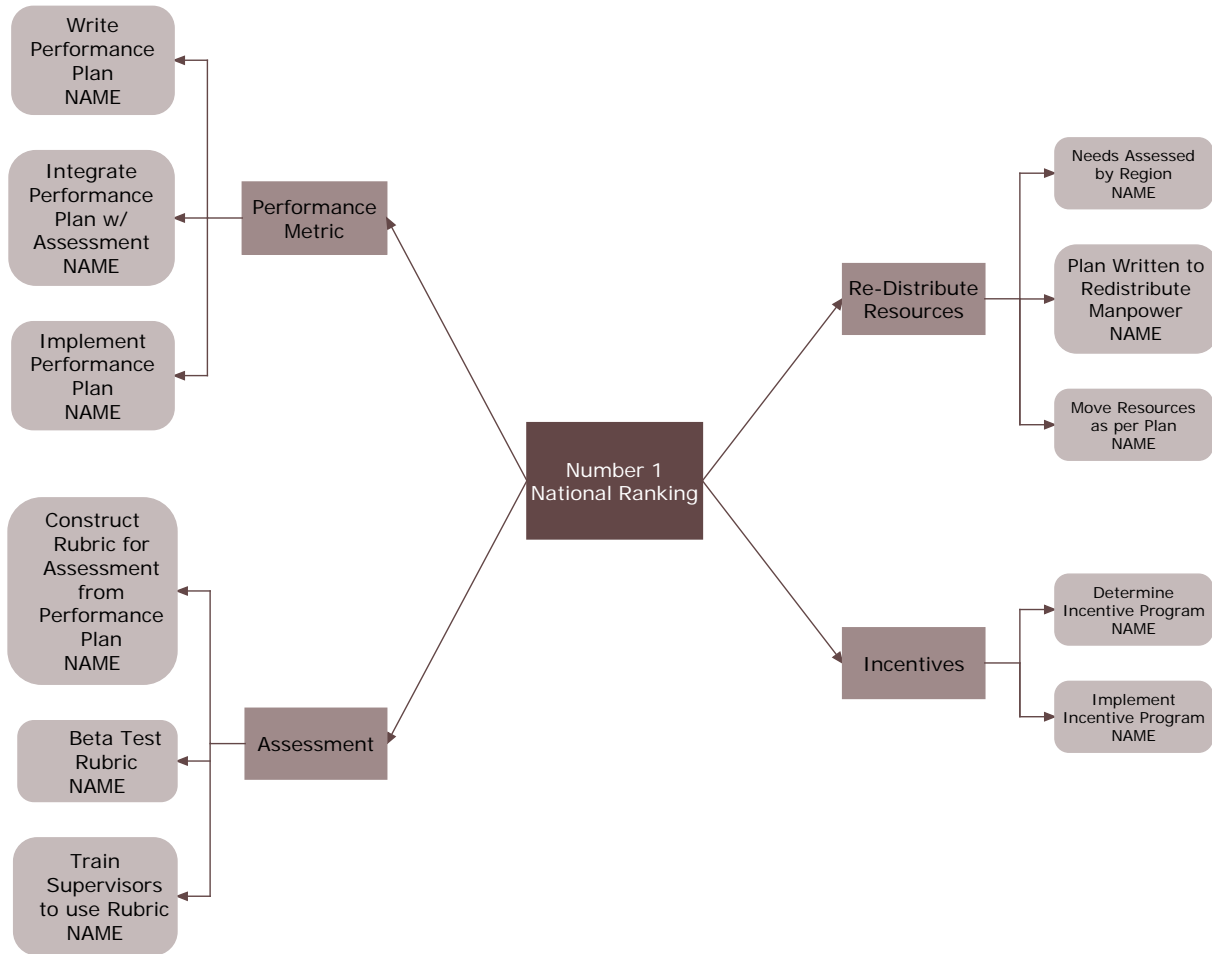

Figure 2 Action Plan Diagram

Priority Actions Months 1-6

In this section the author has taken the highest priority rankings that were gathered in the nominal group secessions. The higher the summative value the higher the priority given to the recommendation. In the appendices the high priority items are identified with red shading, medium range which would be appropriate to focus on during months 7-18 are shaded orange and 19-36 months are in yellow.

Using this data the author has compiled the following action plan statement from the information.

To achieve the goal that has been set the Division must first adequately triage incoming cases to open and then assign the most provable cases. The priority for referral assessment is solvability. The success of the case resolution from the region needs to have as a priority the matching of the detectives experience and skill to the investigation that is being opened. The strengths that the Division has to accomplish this are vested in its highly experienced investigators who have access to a variety of skill sets and other professionals in the field. The tools that the Division has to make this happen include technology and the group approval for redistribution of resources based on crime trends, volume of fraud arrests and success of prosecutions: specific to region productivity.

Nominal Group Question One

As a division we want to be number one in the nation. Can we do it with our existing resources? How do we maximize our outputs to achieve this goal?

1. Adequately triage incoming cases to open and assign most provable cases:
   - Screening & case management
   - Benchmarking - best practice
   - 3) GAP training to provide the necessary skill sets for effective investigation & cross training of investigators.
2. Focus on cases that impact the community and the industry the most and have a game plan to target those cases and remain focused.
3. Let the detectives and the CIAs know what the goals are: set the metrics, set the goals and make everyone accountable. Buy in from everyone in the Division from the bottom up (grass roots). Support and encourage personnel, make the goals and time line known to everyone in the Division.
4. Use specialized units to expedite productivity. Larger cases should be worked by squads with expertise to conduct the investigation.
5. Dedication to good investigative standards, accountability to the state, and flexibility of time frame to expedite smaller cases.

Nominal Group Question Two

Based on ACISS, list the information that you use to select and open cases? When screening the referrals, what criteria do you look for?

1. Solvability of the case.
2. Was there a crime committed based on the narrative.
3. Date of occurrence: statute of limitation.
4. Resources to work the case.
5. Review the narrative with relation to venue.

Nominal Group Question Three

Once you open the cases, how do you match resources to investigations?

1. Size, scope and complexity of investigation are matched to detective's skill and experience.
2. Detective experience.
3. What is the investigator's current case load?
4. Determine if a specialization is required for a successful investigation.
5. Does a language barrier exist?

Nominal Group Question Four

   If a reallocation of resources (i.e. FTE or Squads) is required, what should the criteria be for redistribution?
   1. Volume of fraud arrests and the success of prosecutions as measured specific to the productivity of the region.
   2. The need for investigators based on the crime trends.
   3. Current productivity of the office as compared to the history of past performance.
   4. Assessment of costs associated with redistribution of existing resources through the use of a cost/benefit analysis with consideration for retraining of personnel.
   5. Are areas of expertise required?

Nominal Group Question Five

   Given the top five types of fraud, look five years into the future and list the top 5 types of fraud that you believe will be present in 2015.
   1. PIP
   2. Workers compensation
   3. Health care fraud
   4. Mortgage modification
   5. Money service businesses

Nominal Group Question Seven

   What are the strengths of the Division of Insurance Fraud?
   1. Highly experienced investigators with access to a variety of skills sets and professional experiences.
   2. Free and flexible work environment.
   3. Great amount of potential.
   4. Accreditation.
   5. Leadership.

Action Plan Course Correction Strategies

Action plans provide the road signs and the directions for achieving specific goals. But just like navigating the roadway some times a road sign is read incorrectly resulting in a departure from the plan. Strategic planning can have the same problem. No strategic plan and associated action plans can foresee the many obstacles and changing conditions that the Division will face over the time period that a strategic plan must cover. Thus mid-course adjustments and management intervention are inevitable and necessary.

Action Plan Course Correction Strategies

The diagram below provides a strategy for finding and fixing implementation problems.

Finding and Fixing Implementation Problems

Step	Description
Sense	What's going on? • Performance metrics • Progress reviews • Anecdotal reports • Walking around
Evaluate	What are the root causes of the problem?
Develop a set of feasible responses	Think of possible remedies.
Decide	Choose the most promising remedy.
Act	Execute!
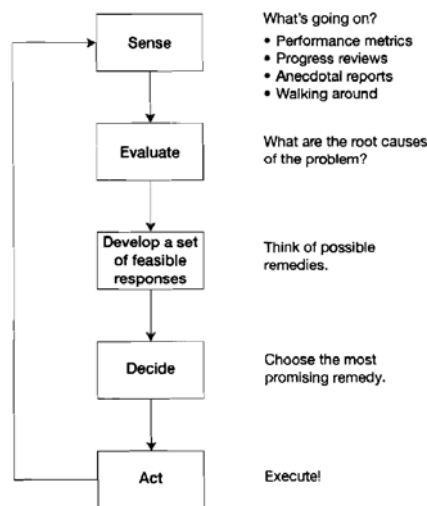
Performance Metric

The measurement and assessment of individual performance that supports the vision of the Division is a strategic component that enables the administrative unit to monitor the progress of the team as it moves towards the goal. The performance metrics that are contained below were generated during the strategic planning retreat using the consensus decision making model. The results are shown below.

Lieutenants	Administrative	Investigative	Arrests per Year
Distribution of time	80 %	20 %	
Arrests per Year			2
Open Cases		4	
Detectives	**Administrative**	**Investigative**	**Arrests per Year**
Distribution of time		100 %	
Arrests per Year			12
Open Cases		20	
Historic Data From NG Group Participants	**Average**	**Std Dev**	**Mode**
On average how many open cases at a time did you carry as a detective?	21	17	20
When you were a detective how many arrests did you do per year?	18	19	10
What is a realistic expectation of arrests for detectives?	12	6	10
How many open active cases should a detective be responsible for?	11	5	10

Progress Review

Progress review is required for monitoring of the implementation plan. In today's environment this is many times integrated into what is referred to as dashboard indicators. This information needs to be captured at a time interval that is short enough that implementation problems are mitigated before they have a catastrophic affect on the organization. The quarterly report is a good place to start. An *example* of a quarterly evaluation tool follows as well as a form that helps to assess what motivates personnel in support of the mission. An evaluation form will be developed that meets the Divisions State Performance Evaluation system as provided by DMS during the month of July 2009.

Division of Insurance Fraud

Quarterly Report

Use this form to help assess progress, present this information to others, and think through next steps.

Project:	Prepared by:
For the period from:	to:

Current Status

Key milestones for this period:

Achieved (list)	Coming up next (list)

Key issues or problems:

Resolved (list)	Need to be resolved (list)

Key decisions:

Made (list)	Need to be made: (list)	By whom	When

Budget status:

Implications

Changes in objectives, timeline/delivery dates, project scope, resource allocation (including people and financial)

Next steps

List the specific action steps that will be done to help move this project forward successfully. Put a name and date next to each step if possible.

Step	Person Responsible	Date

Comments:

Division of Insurance Fraud

Rewards Worksheet

Use this worksheet to think through what really motivates you at work. You can also rate each item from low (1) priority or value to high (5). Review these ratings as you assess your degree of satisfaction with your current job, or as a guide to what you'd be looking for in your next position.

If you are a supervisor, you may use this as part of a development discussion with a direct report.

	Level of Importance or Value
	Low 1 2 3 4 *High* 5
Financial Gain This position provides an excellent opportunity for financial reward.	
Power and Influence The position offers the opportunity to exercise power and influence, and the chance to be an influential decision maker.	
Lifestyle The position fits with my desired lifestyle. It lets me balance work and life demands and interests.	
Autonomy The position offers me autonomy and independence—the ability to work without a lot of close supervision.	
Affiliation The position lets me work with colleagues I enjoy and admire, and gives me a sense of belonging to a group.	
Workspace The location and physical workspace are desirable and offer me benefits such as a pleasing environment, an easy commute, or accessibility to day care.	
Intellectual stimulation or challenge The position is interesting and challenging, and offers learning and development opportunities.	
Competence This position offers me the opportunity to build competence or expertise in an area.	
Recognition and support In this position and work environment, my contributions are recognized and valued. My development is supported as well.	

Other
List additional specific rewards that you value.

Assessment
Reviewing your ratings above, what jumps out at you as most important? Least important? How well does your current job meet your reward needs?

Are there some actions you can take so that your work better satisfies your needs, such as modifying your work, taking on a "stretch" assignment, or spending more time with colleagues you enjoy?

Nominal Group Question One

Division of Insurance Strategic Planning Meeting (May 25-27, 2009)

As a Division we want to be number one in the nation. Can we do it with our existing resources?
How do we maximize our outputs to achieve this goal?

Score	Responses

69	Adequately triage incoming cases to open and assign most provable cases:
	    1) Screening & case management
	    2) Benchmarking - best practice
	    3) GAP training to provide the necessary skill sets for effective investigation & cross training of investigators.

64	Focus on cases that impact the community and the insurance industry the most and have a game plan to target those cases and remain focused.
41	Let the detectives and the CIAs know what the goals are: set the metrics, set the goals and make everyone accountable. Buy in from everyone in the Division from the bottom up (grass roots). Support and encourage personnel, make the goals and time line known to everyone in the Division.
30	Use specialized units to expedite productivity. Larger cases should be worked by squads with expertise to conduct the investigation.
27	Dedication to good investigative standards, accountability to the state, and flexibility of time frame to expedite smaller cases.
24	Educate the public (including state attorneys), about the impacts of insurance fraud on the citizens of Florida; educate the public about penalties for committing fraud.
21	Reallocation of resources from one area to another based on referrals.
21	Define good performance by using relevant key performance measurements.
20	Supervisors need to implement performance measurements.
19	Define each region's capability by caseload, set goals, guidelines, and provide a road map to get there with a plan for process improvement.
18	Reduce amount of time spent on non-enforcement activities.
16	Streamline the intake process by developing and or fine tuning the evaluation metrics. There is a need to optimize the fraud reporting process.
15	Provide professional development activities for prosecutors and regulatory agencies about the referral process. Interagency - legislative - requirements for prosecutors.
13	Hold supervisors accountable.
12	Examine the best practices of other state agencies that are #1 and determine if they can be applied in Florida.
12	Make sure metrics are the same between the competing states.
11	Teamwork: everyone pull their weight! Ride for the brand.
10	Employee motivation and competency: what motivates them?
10	Improve the quality of referrals and the number of assignments per referral. Improve efficiency and versatility of the process.
10	Increase investigative training.
8	Give detectives the freedom to do their job as evidenced by support, encouragement, and holding them accountable.
7	Better educate the state attorneys in the prosecution of DIF Cases to increase the number of arrests.
6	Improve internal and external communication with all stakeholders.
5	Work with agencies to know what is considered a good referral (refine the template).
5	Hire individuals committed to reducing insurance fraud.
4	Identify what support and resources are needed for successful investigations.
3	Profile the cases for maximum restitution, number of arrests, and turn around in presentation.
2	Lower the instances of fraud and attain the goal.
2	(Blending-squads) to work major cases and ground balls (detectives).
2	Baseline measurements of fraud in Florida.
2	Enhance legislation to combat insurance fraud.
0	Be more publically visible.
0	Concentrate on arrests and restitutions from referrals.
0	Hold support staff accountable and make them more valuable assets.
0	Partner with health care administrative agencies for P.I.P.

Nominal Group Question Two

Division of Insurance Strategic Planning Meeting (May 25-27, 2009)

Nominal Group Question #2	
Based on ACISS, list the information that you use to select and open cases? When screening the referrals, what criteria do you look for?	

Score	Responses
113	Solvability of the case.
95	Was there a crime committed based on the narrative.
38	Date of occurrence: statute of limitation.
37	Resources to work the case.
36	Review the narrative with relation to venue.
33	Will the prosecutor file the case?
25	Clear and concise summary of events.
22	Impact of the crime.
13	Is it insurance fraud or some other type of crime?
13	Does it show a trend that relates to prior tips?
9	Monetary loss.
8	Have you matched the type of crime matched with the type of squad?
5	Are other agencies already working the case?
5	Was the claim paid?
5	Is the subject a licensee of the department?
4	Is the identity of suspect known and are they locatable?
2	Complaints contact information, including email.
2	Is the claim still an active claim?
2	Are there any witnesses?
1	Subject's background: are they a repeat offender.
1	Reputation of the reporter.
0	Age of the victims.
0	Who is the victim?
0	Is the person alive?

Nominal Group Question Three

	Division of Insurance Strategic Planning Meeting (May 25-27, 2009)

	Nominal Group Question #3
	Once you open the cases, how do you match resources to investigations?

Score	Responses
125	Size, scope and complexity of investigation are matched to detective's skill and experience.
93	Detective experience.
74	What is the investigator's current case load?
35	Determine if a specialization is required for a successful investigation.
23	Does a language barrier exist?
15	Prioritization.
10	Career development of the detective.
9	External resources: is the use of a task force required.
9	Potential number of arrests.
9	Jurisdictional expertise.
8	Balance of case types related to current productivity measures.
7	Familiar target: is a repeat offender involved.
6	Who would enjoy that type of investigation?
6	Historical versus pro-active cases.
6	Impact of the crime on the state.
5	Someone who works autonomously or someone that requires supervision.

Nominal Group Question Four

Division of Insurance Strategic Planning Meeting (May 25-27, 2009)

Nominal Group Question #4

If a reallocation of resources (i.e. FTE or Squads) is required, what should the criteria be for redistribution?

Score	Responses
104	Volume of fraud arrests and the success of prosecutions as measured specific to the productivity of the region.
70	The need for investigators based on the crime trends.
70	Current productivity of the office as compared to the history of past performance.
53	Assessment of costs associated with redistribution of existing resources through the use of a cost/benefit analysis with consideration for retraining of personnel.
36	Are areas of expertise required?
22	Compliance with collective bargaining agreements.
14	Number of cases generated as a result of reallocation.
14	Population growth trends of the region the resource is being reallocated from and those of the region they are being sent to.
14	Identify expendable resources.
11	Long-term effect of redistribution on the areas they are leaving and going to.
10	Ratio of cases to personnel.
9	Political implications as determined from historical division statistics.
8	Facts and data from ACISS: supervisors' experience, judgment, & intuition.
7	Are we working the right types of cases?
6	Life cycle overtime of fraud and the secondary implications of reallocation.
4	Determine if the detective's motivation and dedication to work cases will continue after reallocation.
4	Manpower study.
3	Elimination of inner Division duplication of efforts.
3	Pooling of expertise within squads or regions.
2	Collaborative opportunities available through the use of multi-functional task force.
2	Measure the impact of new resources on existing performance.
1	Strategic investigations based on life cycle analysis of the types of fraud being committed.

Nominal Group Question Five

Division of Insurance Strategic Planning Meeting (May 25-27, 2009)

Nominal Group Question #5

Given the top five types of fraud, look five years into the future and list the top 5 types of fraud that you believe will be present in 2015.

Score	Responses
126	P.I.P.
84	Workers compensation.
70	Health care fraud.
48	Mortgage modification.
46	Money service business.
29	Licensing fraud.
25	Vehicle fraud.
22	Securities.
8	Homeowner's fraud.
6	Application fraud.
3	Commercial fraud.
3	Insolvencies.
0	Nursing home care fraud.
0	Real-estate quick claim deed fraud.

Nominal Group Question Six

Division of Insurance Strategic Planning Meeting (May 25-27, 2009)

Nominal Group Question #6
What are the weaknesses of the Division of Insurance Fraud?

Score	Responses
79	Limited resources to solve cases.
57	Lack of commitment - double standards.
43	Lack of supervisory consistency.
40	Nontraditional law enforcement agency with political influences.
38	Lack of communication from top down: filtering of information given to personnel.
34	Lack of succession planning.
31	Lack of special units for insurance fraud training.
29	Lack of benchmarking and inter region communication.
28	Lack of parity in income levels compared to other agencies.
22	Inability to reward top performers.
20	Excessive non-enforcement activities.
16	Lack of recognition for performance.
14	Lack of training for supervisors.
10	Geographical bias between regions.
9	Lack of training in specialized areas.
6	Political flux causes internal mission shift and mission creep.
5	Large geographic area.
4	Lack of visibility as a law enforcement agency as evidenced by a lack of identity.
3	Lack of seasoning.
3	Lack of guidance documentation (manuals) for supervisors.
2	Lack of cross training.
2	Insufficient versatility in report system.
2	Lack of cohesiveness.
1	Hiring process too long.
1	Political influence on internal operations.
0	Increase FTEs of the civilian staff to offset OPS loss.
0	Lack of internal and external outreach activities.
0	Inability to retain personnel because of insurance fraud complexity.
0	Lack of supervisory mentorship.
0	ACISS complexity.
0	Lack of internal and external marketing.
0	Restrictions caused by collective bargaining.

Nominal Group Question Seven

	Division of Insurance Strategic Planning Meeting (May 25-27, 2009)
	Nominal Group Question #7
	What are the strengths of the Division of Insurance Fraud?
Score	Responses
144	Highly experienced investigators with access to a variety of skills sets and professional experiences.
51	Free and flexible work environment.
46	Great amount of potential.
45	Accreditation.
38	Leadership.
27	Funding of designated prosecutors.
21	Acknowledgements that change is required and is happening.
21	100% backing and support from the CFO.
14	Ability to work independently.
12	Diversity and cultural awareness.
12	Improvement in training.
11	Flexibility to assign cases.
9	Aggressive in the pursuit of excellence.
8	Changes which provide improvement and continued success.
6	Innovative and not afraid of change.
6	Open communication: value everyone's opinion: leadership listens.
6	Opportunities provided for personal growth and activities.
5	Ability to adapt to change.
4	Good equipment.
4	Personal Growth thru CFE designation.
4	Long positive history as a state agency.
3	Changing in a positive direction.
3	Good reputation in SIU community.
3	Family oriented.
2	Opportunity to be creative.
1	High national ranking.
0	Great hours!
0	Limited number of lawyers.
0	Committed employees (Teamwork).
0	Unity and cohesiveness in department thru accreditation.
0	Not impersonal.
0	Ability to attain goals.

Nominal Group Question Eight

Division of Insurance Strategic Planning Meeting (May 25-27, 2009)

Nominal Group Question #8

List the management techniques that you can use to achieve the performance from detectives to attain the goals of the division.

Score	Responses
112	Provide them the expectations and let them meet it.
92	Leadership guidance "leads by example".
35	Motivate, Mentor, & Train (MMT)
33	Make a plan with each detective similar to a management by objective activity.
30	Support them and assist them by providing a teamwork environment.
30	Responsibility for communicating the goal comes from the supervisor, so do it.
25	Match strength of the detectives to the cases. Also consider the cases they like to work.
24	Hold them accountable.
21	Prune and fertilize the trees: NOW! Get rid of the dead wood.
21	Focus on cases that produce arrests.
15	Give them the tools to be productive.
14	Adequately review referrals and tips.
10	Formally recognize their good work.
10	T-E-A-M-W-O-R-K!
8	Allocate analytical resources where they can be most productive.
7	Close the communication gap within the Division.
4	Promote external resources.
4	Coach for success.
2	Encourage detectives to develop cases/contacts/CI's.
2	Are positive and more customer oriented?
2	Listen more - talk less.
1	Work hard to make Prosecutors understand the effort that is required to make a presentation.
1	Challenge detectives by setting monthly goals.
1	Rewards for meeting goals.
0	Give detectives and lieutenants the freedom to do their jobs.

Nominal Group Question Nine

Division of Insurance Strategic Planning Meeting (May 25-27, 2009)

Nominal Group Question #9
What are the threats to the division of Insurance Fraud?

Score	Responses
87	The legislature.
81	Prosecutors not: a) understanding cases: b) not filing charges and: c) cases given a low priority by prosecutors.
72	Budgetary constraints.
64	Salaries not compatible with other agencies.
43	Political changes and shifts as CFO changes.
38	Political meddling.
24	Poor economy causing more cases and resulting in case overload.
23	Mission creep.
17	Perception of performance based only on stats.
12	Consolidation with other agencies. Basically a "hostile takeover".
12	Major disaster.
10	Lack of stakeholder support.
9	Inability to retain employees.
5	Negative perception of insurance.
5	Unprepared for a new crime trend.
3	Cases routed to different Police Departments and Sheriff's Offices.
3	Competition for funding.
2	Increase of referrals and a decrease in manpower.
1	Media.
1	Moved to Federalized insurance regulation
0	Public ridicule.
0	Impact of SIU opinion and lack of support.
0	Lack of agency branding.
0	Retaliation by prior arrestees.

Nominal Group Question Ten

Division of Insurance Strategic Planning Meeting (May 25-27, 2009)

Nominal Group Question #10

What are the opportunities for the Division of Insurance Fraud?

Score	Responses
51	Develop a more precise screening standard we can streamline referrals.
40	Obtain additional dedicated prosecutor positions.
29	Use of specialized units.
29	Use strategic planning as a tool to realign manpower and squads.
25	The opportunity to set the standard for excellence in the nation in insurance fraud investigation.
24	Identify specific strengths of members and capitalize on them.
23	Opportunity to be rewarded for your performance.
17	Seize the opportunity to maximize the efficiency of the Division by reorganizing resources to anticipate future challenges.
15	Create new techniques to streamline and focus case investigations.
14	The opportunity for the Division to be ranked number 1 in the nation.
12	Re-organize the regions to reflect needs and increase the performance of personnel.
12	Expansion of law enforcement authority through consolidation of other state bureaus.
8	Improve the quality of supervisors and detectives through performance based evaluation.
8	The opportunity to deter and prevent insurance fraud.
6	Develop a mentoring program for potential supervisors to provide a minimum level of training now, instead of after a promotion.
5	Use a proactive approach that will allow us to set the standard of impact on insurance fraud.
5	The division needs to implement a proactive approach that requires every employee to anticipate the future, set realistic goals and create a plan to attain same.
4	Learn as much as possible about the insurance products and understand existing vulnerabilities and strike while the iron is hot and in masses (state-wide "crack down").
4	Utilize existing resources more efficiently.
3	The use of a major case squad to lift some of the burden off the field offices.
2	DIF needs to get involved in TEXTING and TWITTERING the insurance industry with information.
1	Pooling of resources to maximize efficiency.
1	Increase the use of joint investigations.
1	Develop new methods to identify crime trends.

Performance Expectation

Summary of Historic Data Questionnaire from Participants pgs 38 - 70

Lieutenants	Administrative	Investigative	Arrests per Year
Distribution of time	80 %	20 %	
Arrests per Year			2
Open Cases		4	
Detectives	Administrative	Investigative	Arrests per Year
Distribution of time		100 %	
Arrests per Year			12
Open Cases		20	
Historic Data From NG Group Participants	Average	Std Dev	Mode
How many open cases did you carry at a time as a detective on average?	21	17	20
When you were a detective how many arrests did you do per year?	18	19	10
What is a realistic expectation of arrests for detectives?	12	6	10
How many open active cases should a detective be responsible for?	11	5	10

How many open active cases did you carry at a time as a detective on average? 15 +

When you were a detective how many arrests did you do per year? ● 6

I always had at least one complex/major case.
One year I made 42 arrests when I ~~crated~~ major cases
were brought to grand jury in same year. This is a
very subjective question. Last year I had 3 major cases w/no arrests.

What is a realistic expectation of arrests for detectives per year?

Major cases - multi year investigation; 50 interviews;
thousands of documents + prosecutor can't get you into
the grand jury because of drug cases = 0 arrests
Simple cases of insurance fraud still take 90 days to
investigate = 6-10 per year is average in north part of state.

How many open active cases should a detective be responsible for?

1 Complex case + 5 regular cases
10 - 15 regular cases

What is the blend of cases i.e. complex versus ground balls that is appropriate for a detective?

1 complex + 5 simpler (There are no ground balls - there
is always something that complicates a simple case.)

What are the other measurements of performance that should be considered?

# of background investigations. These normally
take at least 40 hours + aren't counted.
They are also usually top priority when trying to
hire someone before session ends or the position
gets too old. Many backgrounds are done + person
not hired.

How many open active cases did you carry at a time as a detective on average?

20

When you were a detective how many arrests did you do per year?

9

What is a realistic expectation of arrests for detectives?

For me   9   (type cases worked Important)

How many open active cases should a detective be responsible for?

15 -20

What is the blend of cases i.e. complex versus ground balls that is appropriate for a detective?

1-2 complex + ~~the rest~~ ground balls
the rest

What are the other measurements of performance that should be considered?

Closures: its part of a detectives job.
Underestimated too often.

quality:

How many open active cases did you carry at a time as a detective on average? *10-15*

When you were a detective how many arrests did you do per year? *-6 -8*

What is a realistic expectation of arrests for detectives? *per year · 10*

How many open active cases should a detective be responsible for? *5 - 6*

What is the blend of cases i.e. complex versus ground balls that is appropriate for a detective?
2 complex 5 ground balls.

What are the other measurements of performance that should be considered? *-*
Other Responsibilities = equipment, Responsible for POOL CARS!
Meetings Attended for Networking
Education (additional)
Additional Training
Team Player
New innovative Sug or ideas
Assignment Volunteered for.
Problem solving ability -

How many open active cases did you carry at a time as a detective on average?

15

When you were a detective how many arrests did you do per year?

9

What is a realistic expectation of arrests for detectives? per year

9

How many open active cases should a detective be responsible for?

5

What is the blend of cases i.e. complex versus ground balls that is appropriate for a detective?

Complex 1   ground ball 3 $= 1:3$

What are the other measurements of performance that should be considered?

Det's ability to supply other functions and tasks to the agency. It is always assumed that all a det. does is work a case. Many detectives provide other functions such as translation, arrest assists, computer assistance and other areas of expertise for which they get no credit. These take time in a detectives workday. Also, in areas where the prosecutor requires a lot more documentation to file a case, many more man-hours go into the detective and case but no credit is given to the average the system becomes unbalanced.

How many open active cases did you carry at a time as a detective on average?

60+

When you were a detective how many arrests did you do per year?

28 - 102

What is a realistic expectation of arrests for detectives?

- depends on type of cases they are working.
  PIP - 25 plus

How many open active cases should a detective be responsible for?

- depends on type of cases assigned
  PIP - 8 to 10

What is the blend of cases i.e. complex versus ground balls that is appropriate for a detective?

- should be a mix of both -
  also depends on detectives strength. -

What are the other measurements of performance that should be considered?

- type of cases worked ⊃
- type of subjects arrested (organ, runner / doctors / licensees)
- convictions - successful prosecution
- restitution / impact on victim and/ or community if Δ had not been arrested
- quality of case / arrest
    little participants vs. clinic owners
                              doctors / clinic employ
                              organizers
                              runners

How many open active cases did you carry at a time as a detective on average? *25*

When you were a detective how many arrests did you do per year? *25*

What is a realistic expectation of arrests for detectives?

1 per month

How many open active cases should a detective be responsible for? *~~25~~*

Depends on type of cases working 20

What is the blend of cases i.e. complex versus ground balls that is appropriate for a detective?

5-
15

What are the other measurements of performance that should be considered?

→ Assisting other Detectives w/ interviews/arrests/subpoenas

→ DTO Training

How many open active cases did you carry at a time as a detective on average?

30

When you were a detective how many arrests did you do per year?

25-30

What is a realistic expectation of arrests for detectives? PER YEAR

20-30

How many open active cases should a detective be responsible for?

ON AVERAGE 2-3 PER MONTH

What is the blend of cases i.e. complex versus ground balls that is appropriate for a detective?

2-3 COMPLEX PER YEAR
20 (APPROX) GROUND BALLS PER YEAR

What are the other measurements of performance that should be considered?

NOT CONVICTIONS.

NUMBER OF PRESENTATIONS
COMMUNITY OUTREACH/EDUCATION
PARTICIPATION IN DIVISION COMMITTEES/PROJECTS
ABOVE & BEYOND NORMAL ASSIGNMENTS
NUMBER OF ARRESTS.

How many open active cases did you carry at a time as a detective on average?

20

When you were a detective how many arrests did you do per year?

10

What is a realistic expectation of arrests for detectives? *(per year)*

12

How many open active cases should a detective be responsible for?

20

What is the blend of cases i.e. complex versus ground balls that is appropriate for a detective?

~~[crossed out]~~

60/40

What are the other measurements of performance that should be considered?

- Administrative functions *(Backgraends, fleet, task forces, outside presentations to groups, escorts, accreditation efforts, mov's, etc.)*
- Training assistance *(assisting the training section)*
- Training taken
- FTD functions
- CFE certification
-

How many open active cases did you carry at a time as a detective on average? 20

When you were a detective how many arrests did you do per year? 12

What is a realistic expectation of arrests for detectives? 10

How many open active cases should a detective be responsible for? 20

What is the blend of cases i.e. complex versus ground balls that is appropriate for a detective?

20/80

What are the other measurements of performance that should be considered?
- productivity # - quality of work/effective ratio
- involvement in other fields (DTO, CFE, ...)
  EXTRA DUTIES
- public engagements (presentations)
- desire to improve (schools)
  TRAINING

How many open active cases did you carry at a time as a detective on average? *25*

When you were a detective how many arrests did you do per year? *100*

What is a realistic expectation of arrests for detectives? *per year*
10-12

How many open active cases should a detective be responsible for?
10-15

What is the blend of cases i.e. complex versus ground balls that is appropriate for a detective?
2 complex — 8 to10 ground balls

What are the other measurements of performance that should be considered?

Background Investigations
FTO time spent
Time Spent As A trainer
Time Spent in training
Court time
Admin duties.

Crime Intelligence Analyst
CIA $20 \times 6 = 180$

How many open active cases did you carry at a time as a ~~detective~~ on average?

(Incl tips) approx 180 — "daily/weekly assist"
1-5 "major" analytical assist

When you were a detective how many arrests did you do per year?

N/A

What is a realistic expectation of arrests for detectives?

at least 1 per month
(12 per year)

How many open active cases should a detective be responsible for? 10 - 15 reg.
5-7 major
15-20 "low fruit"

What is the blend of cases i.e. complex versus ground balls that is appropriate for a detective?   ground

1-2 major/complex + 4-6 "general" + 3-4 ~~too~~ Ball
$2 + 6 + 4 = 12$
$1 + 4 + 3 = 8$

What are the other measurements of performance that should be considered?
presentations
Arrests
Restitution

How many open active cases did you carry at a time as a detective on average?

8-10

When you were a detective how many arrests did you do per year?

15-20

What is a realistic expectation of arrests for detectives?

10-12.

How many open active cases should a detective be responsible for?

10

What is the blend of cases i.e. complex versus ground balls that is appropriate for a detective?

Complex - 70

ground Ball 30

What are the other measurements of performance that should be considered?

- Complete Case presentation.
- relationships with outside agencies
- works independent - minimal supervision
- timeliness of assignments
- works to improve reputation of Division
- openly accepts assignments
- Team worker.

How many open active cases did you carry at a time as a detective on average?

10-20

When you were a detective how many arrests did you do per year?

8-12

What is a realistic expectation of arrests for detectives?

10 EACH YEAR

How many open active cases should a detective be responsible for?

10-15 DEPENDENT ON SIZE

What is the blend of cases i.e. complex versus ground balls that is appropriate for a detective?

1-3 LARGE
5-10 SMALLER

What are the other measurements of performance that should be considered?

WHAT ELSE DO THEY DO? ADMINISTRATIVE DUTIES/TRAINING/TEACHING
(TEAM PLAYER) TAKE EXTRA ASSIGNED DUTIES
ATTITUDE, (EVALUATIONS)
ARE THEY JUST WORKING LARGE CASES (COULD MEAN ARREST ARE LOW)

How many open active cases did you carry at a time as a detective on average?

5 to 7

When you were a detective how many arrests did you do per year?

~~10 15~~ 2 to 3 (major cases)

What is a realistic expectation of arrests for detectives? per year

Depends on case-
Small cases ~ 10
Complex - maybe 1 or 2 depends on the complexity of case.

How many open active cases should a detective be responsible for?

10

What is the blend of cases i.e. complex versus ground balls that is appropriate for a detective?

Again depends on case- A large complex case maybe worked for a year with no ground balls- The blend comes from a squad. Some Detectives get large complex, the others get ground balls for the numbers.

What are the other measurements of performance that should be considered?

Does the Detective train others?
Does the Detective assist others in large cases?
Is Detective a team player, dedicated?
Does the Detective do what is asked of him?
Does the Detective go the additional mile?
Is the Detective self motivated?

How many open active cases did you carry at a time as a detective on average?

60-80

When you were a detective how many arrests did you do per year?

10

What is a realistic expectation of arrests for detectives?

DEPENDS ON CASE TYPE

AVERAGE 8-12

{ MAJOR CASES 1-2

{ PIP CASES 12-25

How many open active cases should a detective be responsible for?

12-15 MAXIMUM IN GENERAL FRAUD

What is the blend of cases i.e. complex versus ground balls that is appropriate for a detective?

1-2 ACTIVE

8-12 GROUND BALL

What are the other measurements of performance that should be considered?

RESTITUTION REQUESTS/ AWARDS

LICENSE REVOCATIONS / ACTIONS

OTHER AGENCY ASSISTANCE

ALL THE OTHER NON-ARREST RELATED

THINGS WE HAVE TO DO

(CARS / EQUIPMENT / INVENTORY /

PROPERTY ROOM / BACKGROUNDS /

CHAUFFERING THE CFO / ACCREDITATION EFFORTS /

FTO / DTO / LTO / PLANNING SESSIONS /

OTHER AGENCY ASSISTANCE / FOLLOWING

PEOPLE AROUND WHO MAKE THREATS / SPEAKING

TO INDUSTRY GROUPS & PUBLIC) / TRAINING

How many open active cases did you carry at a time as a detective on average?

10

When you were a detective how many arrests did you do per year?

10 - 12

What is a realistic expectation of arrests for detectives?

8

How many open active cases should a detective be responsible for?

10

What is the blend of cases i.e. complex versus ground balls that is appropriate for a detective?

1 : 4

What are the other measurements of performance that should be considered?

1. assistance provided to other detectives
2. Performance in collateral duties (e.g. training, ERT driving for CFO, evidence custodian, etc.)
3. work ethic, attitude
4. Positive comments received from prosecutors / outside agencies
5.

How many open active cases did you carry at a time as a detective on average?

[handwritten mark]

When you were a detective how many arrests did you do per year?

[handwritten mark]

What is a realistic expectation of arrests for detectives?

7 per year

How many open active cases should a detective be responsible for?

12 to 16

What is the blend of cases i.e. complex versus ground balls that is appropriate for a detective?

5 ground balls to 1 complex

What are the other measurements of performance that should be considered?

Extra curricular situates

How many open active cases did you carry at a time as a detective on average?

20 = 25

When you were a detective how many arrests did you do per year?

15 - 20

What is a realistic expectation of arrests for detectives? per year?

10 - 12 is not unreasonable   Nature of the type of cases

20 for PIP .

How many open active cases should a detective be responsible for?

. 15 - 20

What is the blend of cases i.e. complex versus ground balls that is appropriate for a detective?

Not - should separate them   —

What are the other measurements of performance that should be considered?

Outreach -
Additional duties — FTO/Training/Evidence/Equipment

How many open active cases did you carry at a time as a detective on average?

25-30

When you were a detective how many arrests did you do per year?

8-12

What is a realistic expectation of arrests for detectives? (per year)

10

How many open active cases should a detective be responsible for?

10

What is the blend of cases i.e. complex versus ground balls that is appropriate for a detective?

Depends on type of case. Some types of fraud cases do not have ground balls. However, on the average, I would say at least 3 complex cases.

What are the other measurements of performance that should be considered?

Work activity. Looking at what the detective did on the case even if an arrest could not have been made. Counting for time spent on a case that in end had to be ~~sent to~~ transferred to another agency because it was not enough to prove criminally.

1. Work productivity.

2. Working other assignments such as backgrounds, handling evidence as secondary evidence custodian, assisting other regions with cases due to travel constrictions.

How many open active cases did you carry at a time as a detective on average?

15 →20

When you were a detective how many arrests did you do per year?

Varied by year   8-10

What is a realistic expectation of arrests for detectives?

depends on case and case load
a major case may be worked for a year showing
minor number of arrests

How many open active cases should a detective be responsible for?

10-15

What is the blend of cases i.e. complex versus ground balls that is appropriate for a detective?

Perhaps one or two major
and the rest ~~gr~~ less complex cases

What are the other measurements of performance that should be considered?

Cases successfully completed even though an
arrest is not made. Work goes into many cases
that are not counted merely because the state
attorney won't file on them; or we have to
close because we don't get sufficient evidence
Also extra non law enforcement activity such
as work on backgrounds should be counted
because they take time away from case work.
They also need to have some understanding
of the time investigators spend on task forces and
being trained as trainors.

How many open active cases did you carry at a time as a detective on average? $17 \pm$

When you were a detective how many arrests did you do per year? $15 +$

What is a realistic expectation of arrests for detectives? 10

How many open active cases should a detective be responsible for? $10 - 15$

What is the blend of cases i.e. complex versus ground balls that is appropriate for a detective?

1 – LARGE
— Depending on how fast paced the large case is
5 – 10 smaller should be assigned

What are the other measurements of performance that should be considered?

- TEAMWORK
- Self Development
- Level of understanding
;-

How many open active cases did you carry at a time as a detective on <u>average</u>?

~~Blood~~   20.

When you were a detective how many arrests did you do per year?

10 – 40   — given the case

What is a realistic expectation of arrests for detectives? PER YEAR.

12

How many open active cases should a detective be responsible for?

10

What is the blend of cases i.e. complex versus ground balls that is appropriate for a detective?

ONLY ONE MAJOR CASE   coupled with multiple
groundballs. However, if the major case
produces high numbers, then distribute the

What are the other measurements of performance that should be considered?   ground balls
                                                                              amongst the
                                                                              squad.

~~Arbitration~~

SIZE OF the CASE
Assisting other DET. — Look at the other squad
                         as a whole —

Special ASSIGNMENTS — Training, etc.

How many open active cases did you carry at a time as a detective on average? 10 to 15

When you were a detective how many arrests did you do per year? ~~xxxxx~~ 6 to 8 ~~xxxx~~

What is a realistic expectation of arrests for detectives? at least 8 per year to 10

How many open active cases should a detective be responsible for? 10 to 15

What is the blend of cases i.e. complex versus ground balls that is appropriate for a detective?

Blending cases

2 complex (major)
5 case tables a little
3 ground balls

What are the other measurements of performance that should be considered?

1) Ability to be a self-starter, motivator
2) the # presentations per year
3) Their willness to be a team player

4) # arrest generated per year

5) Ability to Adapt to a change (meaning doing diff cases, not all the same)

6) The Detective that has a willness to learn (train)

How many open active cases did you carry at a time as a detective on average?

First 5 Years = 12-15
Last 5 Years = 3-5

When you were a detective how many arrests did you do per year?

6-10

What is a realistic expectation of arrests for detectives? Per Year

Major Case Detectives = 5
Other Detectives = 7-9

How many open active cases should a detective be responsible for?

Major Case = 3-5
Other Detectives = 12

What is the blend of cases i.e. complex versus ground balls that is appropriate for a detective?

Major Case detectives should only work major cases. There is no such thing as "down time" when working a major case. If "numbers" are still going to be required, have specific detectives generate them.

What are the other measurements of performance that should be considered?

Support & mentoring for other, newer detectives.
DTO Responsibilities
Training responsibilities
Industry outreach / Presentations
Assisting major case investigations (Surveillance, Interviews, etc.)
Contacts & resources in Law Enforcement Community
Loyalty and "going the extra mile" when asked.
Being a good representative for the agency.
Lead Detective responsibilities

How many open active cases did you carry at a time as a detective on average?

15 - 20

When you were a detective how many arrests did you do per year?

over 40

* Average — from time in agency

What is a realistic expectation of arrests for detectives per year

15

How many open active cases should a detective be responsible for?

15

What is the blend of cases i.e. complex versus ground balls that is appropriate for a detective?

half and half

What are the other measurements of performance that should be considered?

— Swiftness in their decision making
— Waiting time on follow up
— achieving one's complete level of performance
— Self - pride
— level of commitment
— motivation (self)

How many open active cases did you carry at a time as a detective on average? *10*

When you were a detective how many arrests did you do per year? *12*

What is a realistic expectation of arrests for detectives? *per year* *10*

How many open active cases should a detective be responsible for? *10 at a Time*

What is the blend of cases i.e. complex versus ground balls that is appropriate for a detective? *2 complex*
3 Average
2 ground Ball

What are the other measurements of performance that should be considered?

Speaking at meetings.
Training - DTO - Liason Duties.
Participation in Task Forces (WMOTF/NJCB med Taps)
# of Attending meetings IAFCI,
# of Presentations
# of cases investigated per year

How many open active cases did you carry at a time as a detective on average?

AT one point I had 80. This number was impossible to manage. most recently I had 10, but actively, I found that I could only work 4-6 cases at once.

When you were a detective how many arrests did you do per year?

This number varied because I typically worked major, high dollar, large volume cases. This number was 6-10 depending on the year.

What is a realistic expectation of arrests for detectives?

For A detective with a mixed case load, 8-12.

How many open active cases should a detective be responsible for?

SIX - the lower number will permit the accommodation of "white slip" & high priority assignments as needed. It is frustrating to get a "white slip" case when your case load is high!

What is the blend of cases i.e. complex versus ground balls that is appropriate for a detective?

1/3 complex 2/3 low ball - This is because low ball cases tend yield unpredictable results, similar to complex ones.

What are the other measurements of performance that should be considered?

① Detective Training Officer assignment
② ~~██████~~ Training Responsibilities (OT, Firearms, Driving, that require travel)

③ Special assignments

How many open active cases did you carry at a time as a detective on average? 10 - ~~25~~

6 to

When you were a detective how many arrests did you do per year? 12 - 15

Varies depending on squad + type of cases

PIP makes more than Workers' Comp

What is a realistic expectation of arrests for detectives? 12 - 15

6 to

How many open active cases should a detective be responsible for? 10 - ~~25~~

What is the blend of cases i.e. complex versus ground balls that is appropriate for a detective?

1 : 5

What are the other measurements of performance that should be considered?

Quality of Investigations

Committed to complete case

Ability to document Inv activity in reports

How many open active cases did you carry at a time as a detective on average?

15

When you were a detective how many arrests did you do per year?

0 – 15   DEPENDING ON
ASSIGNMENT.

What is a realistic expectation of arrests for detectives? @ YEAR

NON COMPLEX CASES
9 – 15   AV. = 12

How many open active cases should a detective be responsible for?

12

What is the blend of cases i.e. complex versus ground balls that is appropriate for a detective?

WE SHOULD HAVE MAJOR
CASE SQUADS AND INFIELDER
SQUADS.

What are the other measurements of performance that should be considered?

- MONETARY VALUE OF CASE
  (FRAUD VALUE)

- # OF IMPACTED VICTIMS.
  (RESTITUTION)

- SOCIETAL IMPACT
  (PREVENTION OF
  FUTURE CRIME)

- DETECTIVES ABILITY AND
  COMMITMENT TO TRAIN
  AND PROVIDE GUIDANCE TO
  PEERS.

How many open active cases did you carry at a time as a detective on average?

7

* PIP

How many open active cases should a detective be responsible for?

7

What is the blend of cases i.e. complex versus ground balls that is appropriate for a detective?

THIS IS dependent on the MAJOR CASE being worked.

4/year * If there IS down Time & the CASE IS present

What are the other measurements of performance that should be considered?

→ TRAINING of NEW detectives & ONGOING TRAINING

→ ASSISTING other detectives
  IE. — TRANSLATIONS
       — INTERVIEWS
       — SEARCH for subjects or witnesses

→

Strategic Planning Power Point Presentation

Strategic Planning

Schedule
Strategy for Planning
Mission and Vision
Division Outcomes

Strategic Planning
A Systematic Approach

THERE'S AN EASIER WAY

Schedule for Tuesday Afternoon

1:30 pm – 2:30 pm
- Mission and Vision Statements and how do they support or drive the future of the Division
- Discussion of the national rankings by the Coalition of Insurance Fraud. Why are they important?
- Briefly discuss the Division's Goal and outcomes.

2:30 pm – 2:50 pm
- Break (Snacks and Drinks)

2:50 pm – 5:00 pm
- Axiom for the Afternoon:
  - That which gets measured gets done!
- Further discussion of outcomes and how they will direct the final structure of the Division.

Schedule for Wednesday Morning

8:30 am – 11:30 am

- Strengths – Nominal Group

Short Break
Open Forum

- Weaknesses – Nominal Group

Short Break

- Tip Screening Process

Schedule for Wednesday Afternoon

1:00 pm – 5:00 pm

- Opportunities – Nominal Group
  - Crime trends and establish priority crimes for each office

2:30 pm – 2:50 pm
Break (Snacks and Drinks)

2:50 pm – 5:00 pm

- Threats – Nominal Group
  - Identify "critical mass" for each office and the redistribution of resources
  - Establish performance measures for lieutenants and detectives

Schedule for Thursday Morning

8:30 am – 11:30 am

- Standardize Performance Ratings
- Finish up any details on the decisions made during the week
- Objectives 10, 11, 12
  - ACISS Issues
  - Finalize CIA Unit and Responsibilities
- Standardize Performance Ratings
- Review and edit DRAFT polices on the CIA unit,
- Define the CIA unit and its responsibilities and training
- Discuss ACISS issues

Strategic Planning cont.

Summary

Thus, strategic planning is truly a unique management activity. It is bringing the future forward by systematically thinking about it. It is identifying what the organization would like in the future (an alternative future) and then taking the risk to make decisions that can effectively move the organization towards its desired destination.

Strategic Planning cont.

The Charge

To generate an alternative future using the strengths, weaknesses, opportunities and threats technique for the Division of Insurance Fraud.

SWOT Model

Strategic planning is just management speak for long term future planning. Strategic planning concerns anything that will yield results in from 1 to 5 years or beyond. It s good management practice to raise your head above the daily grind every now and then, and take action now to positively affect your future.

Definition of SWOT
As with most management models, the clue is in the name.
- S Strengths
  W Weaknesses
  O Opportunities
- T Threats

SWOT Model

The SWOT Matrix Explained

All the best management models have four quadrants, and the SWOT matrix is no exception. You use each of the four quadrants in turn to analyze where you are now, where you want to be, and then make an action plan to get there.


SWOT Model

To develop strategies that take into account the SWOT profile, a matrix of these factors can be constructed.

S-O strategies pursue opportunities that are a good fit to the division's strengths.

W-O strategies overcome weaknesses to pursue opportunities.

S-T strategies identify ways that the division can use its strengths to reduce its vulnerability to external threats.

W-T strategies establish a defensive plan to prevent the division's weaknesses from making it highly susceptible to external threats.
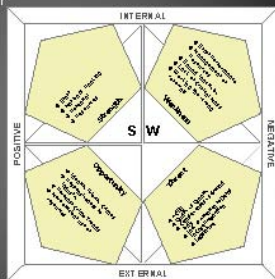
Nominal Group

1. **Written individual responses (15 min)**
2. **Individual feedback (15 min)**
3. **Group discussion of feedback (5 min)**
4. **Voting(15 min):**
5. **Group discussion**

Mission Statement

To Safeguard the people of Florida and the assets of the state through financial accountability, education, advocacy, fire safety and enforcement.

Vision Statement

The Department of Financial Services is to be known as the most ethical, professional and proactive state agency in Florida.

Key Measurement of Success
Coalition Against Insurance Fraud

- Number of Arrests

- Number of Cases Opened for Investigation

- Number of Cases Presented for Prosecution

- Number of Referrals

- Amount of Court Ordered Restitution

Accreditation By
Commission for Florida Law Enforcement
Accreditation

Statistically Top Five Insurance Fraud Types in Florida 1st Quarter 2009

	REF	PRES	Arrests
Workers Comp	20%	34.3%	37%
PIP Fraud	32%	26%	27%
Vehicle Fraud	13%	6.2%	7%
Application Fraud	5.7%	7%	6%
Licensee Fraud	5%	5.2%	6%
Health Care Fraud	8.7%	4.2%	5%

Nominal Group Question 1

As a division we want to be number one in the nation.

Can we do it with our existing resources?

How do we maximize our outputs to achieve this goal?

Nominal Group Question 5

Given the top five types of fraud look five years into the future and list the top 5 types of fraud that will be present in 2015.

Nominal Group Question 5

2008				2009 1st ¼			
	REF	PRES	Arrests		REF	PRES	Arrests
Workers Comp	20 %	34.3 %	37 %	PIP	940		
PIP Fraud	32%	26%	27 %	Banking and Securities	780		
Vehicle Fraud	13 %	6.2 %	7 %	Vehicle Fraud	391		
Application Fraud	5.7 %	7 %	6 %	Workers Compensation	331		
Licensee Fraud	5 %	5.2 %	6 %	Application Fraud	185		
Health Care Fraud	8.7 %	4.2 %	5 %				

Nominal Group Question 6

What are the weaknesses of the Division of Insurance Fraud?

Nominal Group Question 7

What are the strengths of the Division of Insurance Fraud?

Nominal Group Question 8

List the management techniques that you can use to achieve the performance from detectives to achieve the goals of the division.

Nominal Group Question 9

What are the threats to the Division of Insurance Fraud?

Nominal Group Question 11

How do the mission and vision statement drive the future of the Division?

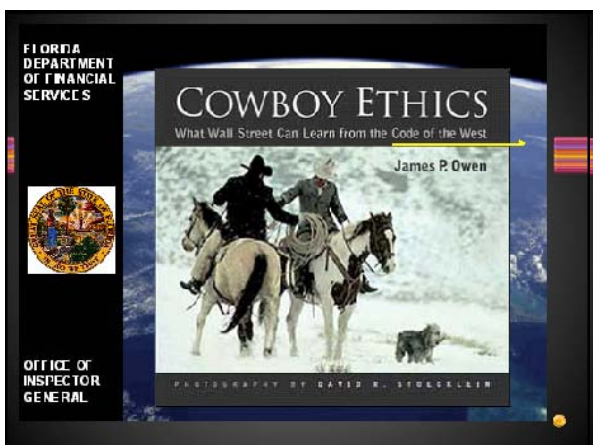| Mission	Vision
To Safeguard the people of Florida and the assets of the state through financial accountability, education, advocacy, fire safety and enforcement.	The Department of Financial Services is to be known as the most ethical, professional and proactive state agency in Florida.

Nominal Group Question 12

Standardize Performance Ratings
    Given that 1 FTE = 2000 hours
    Average Annual Salary $46,000

What is the Division definition of a "full time" position?

What is the blend of case load that is appropriate for detectives.

FLORIDA
DEPARTMENT
OF FINANCIAL
SERVICES

COWBOY ETHICS
What Wall Street Can Learn from the Code of the West
James P. Owen

PHOTOGRAPHY BY DAVID R. STOECKLEIN

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