

Enforcement Committee Strategic Plan Matrix

Enforcement Division

#	#	Initiative	Responsible Person	Notes	What's been done in the Past	Future Considerations	Due Date	Page #
1	2.1	Explore the possibility of cross unit training to foster collaboration and train staff on how their work impacts other units. (Success Measure: Training Completed)						
2	2.1	Determine which staff are interested in participating, determine the subject matter experts, and prioritize operational needs.	Enforcement Managers Enforcement Chief	See the knowledge transfer plan			Q1 2020	11
3	2.1	Create plan for implementation.	Enforcement Managers Enforcement Chief	See the knowledge transfer plan			Q2 2020	11
4	2.1	Schedule training and train.	Enforcement Managers Enforcement Chief	Complete all training by Feb 2021			Q4 2020 Ongoing	11
5	2.1	Evaluate what worked and what did not.	Enforcement Managers Enforcement Chief	Staff surveys on how training helped at 30 day mark, manager at 60 day mark			Q1 2021 Ongoing	11

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6	2.2	Promote rehabilitation of licensees and ensure they have completed all conditions of probation, including cost recovery. (Success Measure: More licensees are successfully completing probation requirements)						
7	2.2	Analyze cost recovery program to ensure probationers are satisfying the requirement.	Enforcement Chief	Completed. Determined we need legislation to move forward with plan- Due within 120 days of decision and order being finalized		Need to ask for creation of legislation or case law to allow Board to collect	Q2 2020	11
8	2.2	Update disciplinary guidelines.	Enforcement Chief	Review conducted, next step to committee. Waiting on 2nd member to be appointed.		Should have a yearly "check in" to see if updates should be made. Will create an excel tracking sheet for staff to update with notes and suggestions during the year.	Q4 2020 Ongoing	11

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9	2.2	Ensure cost recovery language is included as a condition of reinstatement.	Discipline Manager	ongoing and is being done			Q1 2020	11
10	2.2	Explore using a collection agency for cost recovery (reach out to RCB and CAB).	Probation Manager	Legal determined not allowed			Q1 2020	11
11	2.3	Monitor workflow and caseload to ensure appropriate support and resources. (Success Measure: Meeting performance measurements)						
12	2.3	Develop unit specific QBIRT reports.	Statistical Analyst Intake Manager	Probation to see how many active probationers there are- Rocio, Enhanced case aging list - Darwin			Ongoing	12

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13	2.3	Use BreEZe to track and monitor work and forecast trends.	Enforcement Managers Enforcement Chief	Ongoing			Ongoing	12
14	2.3	Distribute workload (cases) evenly amongst staff.	Enforcement Managers	Changed how enhanced work is distributed by having one person triage and then cases sent out to be worked LACRU manager looking at how cases are assigned to make it even for staff.		LACRU - each staff member will have a range of cases around the same amount, so the workload is fair.	Ongoing	12
15	2.3	Ensure tools and resources are in place to manage workload.	Enforcement Managers Enforcement Chief	Adobe Pro for Darwin, Nursey's access for Darwin's unit, Lexus Nexis lookup- Triage person	Lexus Nexis for demand payment notices		Ongoing	12
16	2.3	Ensure correct level of staff to manage the workload.	Enforcement Managers Enforcement Chief	PIP for OT to SSA for Enhanced, SSA to AGPA for Discipline, SSA to AGPA for LACRU			Ongoing	12

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17	2.4	Explore a measure of case complexity to provide a better understanding of the complexity of the process. (Success Measure: Case prioritization plan developed)						
18	2.4	Determine focus for analysis.	Enforcement Managers Enforcement Chief	Paper cases vs practice cases			Q2 2022	12
19	2.4	Analyze best practices for complex cases.	Enforcement Managers Enforcement Chief	Documented best practices in the Enforcement Division overview and recent review of policy and procedure documents			Q4 2024	12
20	2.4	Compile data.	Enforcement Managers Enforcement Chief	Using the Enforcement Division Dashboard, will collect data			Q4 2024	12

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21	2.4	Develop a plan for case prioritization.	Enforcement Managers Enforcement Chief	Will continue to use the CPEI guidelines to prioritize cases, as required by law.			Q4 2024	12
22	2.5	Develop Quality Business Interactive Report Tool (QBIRT) training for management to assist with performance management. (Success Measure: Managers and staff can run and use reports)						
23	2.5	Attend QBIRT training.	Enforcement Managers Enforcement Chief	Working with admin to sched. training for all managers			Q3 2019	12
24	2.5	Ongoing inhouse one-on-one training.	Enforcement Managers Enforcement Chief	Training a LACRU and IESU analyst. Will train more as we go			Ongoing	12

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25	2.6	Monitor performance measurements to ensure compliance with Consumer Protection Enforcement Initiative (CPEI) measures. (Success Measure: Consistently meeting CPEI performance measure targets)						
26	2.6	Monitor performance measurements on a monthly basis.	Enforcement Managers Enforcement Chief	ongoing			Ongoing	13
27	2.6	Run and review reports to ensure performance measurements are met.	Enforcement Managers Enforcement Chief	ongoing			Ongoing	13
28	2.6	Report to the Enforcement Committee	Enforcement Chief	ongoing			Ongoing	13

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29	2.7	Provide annual ongoing training on case review for Board members to improve and maintain Board member knowledge on case review. (Success Measure: Board members are more engaged and confident in the enforcement process)						
30	2.7	Develop and update training.	Enforcement Managers Enforcement Chief	Trained on petitioner hearings, cost recovery			Ongoing	13
31	2.7	Provide supplemental training to individual Board members as needed.	Enforcement Managers Enforcement Chief	Offer training at the enforcement committee meeting, and let them determine when training is offered			Ongoing	13
32	2.7	Evaluate the training to see what works and what does not.	Enforcement Managers Enforcement Chief	Surveys and review notes from board meetings to see of board member knowledge has increased			Ongoing	13

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33	2.7	Request feedback from the Board members regarding quality of training and needs.	Executive Officer	Survey			Ongoing	13
34	2.8	Establish a standardized process in which Board members review cases to help Board members plan and manage their workload. (Success Measure: Case review calendar and instructions provided to Board members)						
35	2.8	Provide annual Board case review calendar.	Discipline Manager	Will continue to provide an annual calendar			Q1 2020 Ongoing	13
36	2.8	Provide email instructions for accessing materials.	Discipline Manager	Will continue to provide.			Q1 2020 Ongoing	13

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2	2.2	Promote rehabilitation of licensees and ensure they have completed all conditions of probation, including cost recovery. (Success Measure: More licensees are successfully completing probation requirements)					Ongoing	11

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3	2.3	Monitor workflow and caseload to ensure appropriate support and resources. (Success Measure: Meeting performance measurements)					Ongoing	12
4	2.4	Explore a measure of case complexity to provide a better understanding of the complexity of the process. (Success Measure: Case prioritization plan developed)					Q2 2024	12
5	2.5	Develop Quality Business Interactive Report Tool (QBIRT) training for management to assist with performance					Ongoing	12

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		management. (Success Measure: Managers and staff can run and use reports)						
6	2.6	Monitor performance measurements to ensure compliance with Consumer Protection Enforcement Initiative (CPEI) measures. (Success Measure: Consistently meeting CPEI performance measure targets)					Ongoing	13

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#	#	Initiative	Responsible Person	Notes	What's been done in the Past	Future Considerations	Due Date	Page #
7	2.7	Provide annual ongoing training on case review for Board members to improve and maintain Board member knowledge on case review. (Success Measure: Board members are more engaged and confident in the enforcement process)					Ongoing	13
8	2.8	Establish a standardized process in which Board members review cases to help Board members plan and manage their workload. (Success Measure: Case review calendar and instructions provided to Board members)					Ongoing	13