

plan creation can be a source of important information for the task at hand.

E -Evaluation Phase: This is the phase where the planner will take the initial intelligence found in the conformation phase and generate questions that will provide the necessary data to further evaluate the problem. The problem itself must be broken down into components to assess what makes it work and why failure has severe consequences. The 5 questions below should provide an example of what needs to be asked during this phase.

Who - Who are the suspected individuals that may be at the source of the problem? Who is available with the best expertise to confront the problem?

Why - Why is a detailed assessment the best solution for combating the problem?

What - What are the roles of the suspected perpetrators of the problem? What are the assigned responsibilities of the planner(s) and his or her staff. What are the types of resources assigned to combat the subject problem? (equipment, time, staff, money, etc)

When - When will the problem reach its critical point resulting in the most severe impact?

Where - Where will the greatest and least impact to be experienced?

D - Development Phase: This phase will see the planner(s) and his or her team move toward generating an effective plan. Intelligence has now been obtained that confirms the problem, understands its source and the most severe impact if left unchecked. During this phase the planner will select the most suitable options to engage the problem. These options can range

from the retraining of personnel, administrative and personnel changes, adoption of engineering controls, advanced security measures, the contracting of an outside agency, etc. This is also the point at which goals and benchmarks are built into the plan to allow for the determination of success once the plan goes operational. Contingency measures to correct the plan during the operational phase must be considered as opposed to ceasing operations if benchmarks are not met. A draft plan, is then generated and should be tested against the following questions.

Who - Who will be responsible for executing and evaluating the plan once it goes operational?

Why - Why is this current plan deemed capable of success?

What - What is the ultimate goal of the plan? What are the ramifications of plan failure?

When - When will the plan be first evaluated after going operational?

Where - Where will the first signs of success or failure become apparent?

A - Application Phase: The plan goes into the operational phase and the 5W's are not used during this point.

R - Re-evaluation: The plan both at various points of operation and at its conclusion must be evaluated to deem whether it has been successful at obtaining the designated goal(s). This phase should also evaluate the amount of resources deployed to execute the subject plan. The re-evaluation phase should consider the following questions:

Who - Who will be responsible for the re-evaluation

phase? Who will be responsible for setting the benchmarks for plan success and failure?

Why - Why were the given time periods for plan evaluations chosen at these specific locations?

What - What will be the time frames for evaluation?

When - When will the first and last evaluations occur?

Where - Where will the evaluations take place (either in the field, a controlled environment or both)?

CONCLUSION

The above mention method first seeks to provide the planner with a basic outline to evaluate the existence of a problem so its impacts will not be underestimated. The problem, once confirmed, is now analyzed and dissected and the major and minor impacts are documented. The most valid intelligence is then obtained and screened for accuracy by the planner. This intelligence is then used to answer a series of questions generated by the planner(s) and his or her staff. This will lead to the creation of a plan that has been custom designed to resolve the subject problem. This method also calls for the subject plan to be structured so it can be assessed for effectiveness during the operational phase as well as at completion. The C.E.D.A.R Method is not a how to guide but rather a framework for planners to utilize to construct the most effective plan possible regardless of the problem. Every plan ever created has had the possibility of failure. The C.E.D.A.R Method seeks to provide the planner with a series of checks and balances to either reduce or eliminate this possibility.



IACSP Announcement

New Online Executive Master Degree in Economic Crime Management

A new degree is being offered online through Utica College. This is the only program of its kind in the Americas and can be completed in two years of part time study due to its flexible, internet-based format combined with two campus residencies.

- <http://www.utica.edu/academic/utica-online/programs.cfm>
- <http://www.utica.edu/academic/utica-online/programs.cfm%29>
- <http://www.utica.edu/academic/utica-online/programs.cfm%29>

It will also expose each student to a diverse array of students that would not be present in the average in-person/on-campus classroom. I would be more than happy to arrange for one of our professors to speak with you for potential inclusion in your news briefs or as a source for any upcoming articles you may have in the

works. Some background on the new Utica College program:

Utica College also houses two of the leading organizations on economic crime detection and fraud prevention, the Center for Identity Management and Information Protection and the Economic Crime Institute (ECI). The Masters degree program was developed in cooperation with CI's Board of Advisors, which is comprised of leaders in various industries and government organizations that are adversely affected by economic crime.

Utica College's courses towards a Master's Degree in Economic Crime Management include:

- Organizational Theory, Structure, and Design
- The Manager in a Global Environment
- Advanced Economic Crime
- Legal Concepts of Criminal Fraud

- and Corporate Liability
- Financial Investigations
- Fraud Management and Technology
- Information and Communication Security
- Networks and Internet Security
- Research and Analytical Methods in Fraud Management
- Advanced Fraud Analysis
- Professional Project I
- Professional Project II
- Thesis I
- Thesis II

Utica College is ranked as one of the top colleges of the North by US News and World Report and the Online Economic Crime Management program provides career opportunities in a profession with exceptional future growth potential.

