

## MALCOLM K. SPARROW

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### ACADEMIC QUALIFICATIONS

- 1986 Doctor of Philosophy (Applied Mathematics), University of Kent at Canterbury, England. Thesis entitled "*Topological Coding of Single Fingerprints*."
- 1986 Master of Public Administration, John F. Kennedy School of Government, Harvard University, Cambridge, Massachusetts, USA
- 1981 Master of Arts (Mathematics) Trinity College, Cambridge.
- 1977 Bachelor of Arts (Mathematics) Double 1st class honours. Trinity College, Cambridge, England.

### PROFESSIONAL EXPERIENCE

July 1999—present: Professor of the Practice of Public Management, John F. Kennedy School of Government, Harvard University, Cambridge, Massachusetts.

Areas of research interest: regulatory and enforcement strategy; crime control; fraud control; corruption control; risk control; analytic methods; financial management; information systems; criminal justice; network theory; intelligence analysis.

Specific Responsibilities/Roles:

- Faculty Chair of Executive Programs on:
  - Strategic Management of Regulatory and Enforcement Agencies
- Sabbatical period (part-time): July 2010—June 2012
- July 2007-June 2010: Faculty Chair of the Master of Public Policy Degree Program.
- July 2000-June 2002: Faculty Chair of the Master of Public Policy Degree Program.
- July 1999-June 2000: Faculty Chair of the Master of Public Administration Degree Programs.

July 1988—June 1999: Lecturer in Public Policy, John F. Kennedy School of Government, Harvard University, Cambridge, Massachusetts

- July 1990-June 1992: Faculty Chair of the Master of Public Policy and Master of Public Administration Degree Programs.

Jan 1988—June 1988: Research Fellow, Program in Criminal Justice Policy & Management, John F. Kennedy School of Government, Harvard University, Cambridge, Massachusetts

Oct 1977—December 1987: Police Officer, Kent County Constabulary, England. Final Rank: Detective Chief Inspector. Specific posts held listed below.

## HONOURS & AWARDS

- Fellow of the Australia and New Zealand School of Government (ANZSOG), 2008—present.
- Deputy Chair & Member, Recovery Independent Advisory Panel, appointed by President Barack Obama to advise the Recovery Board on protecting the integrity of the Economic Stimulus package, March 2010—September 2013.
- Member, Blue Ribbon Panel appointed by Secretary of Transportation, Mary Peters, to review the FAA's Approach to Safety, May-September, 2008.
- "Manuel Carballo Award for Excellence in Teaching," John F. Kennedy School of Government, Harvard. Awarded by graduating student class in recognition of "Dedication to Students, Excellence in the Professional field, and Commitment to Public Service," June 1996.
- Holder of six U.S. and foreign Patents covering systems for the computerised identification of fingerprints.
- "Lucius N. Littauer Fellowship," John F. Kennedy School of Government, Harvard. Awarded in recognition of "Academic Excellence and Exemplary Dedication to Public Service," January 1986.
- "Harkness Fellowship," Awarded by Commonwealth Fund of New York, for study and travel in the USA, 1984-1986.
- "Johnson Prize," Police Staff College, Bramshill for "Best Overall Student" on "Special Course for Accelerated Promotion," 1981.
- Chief Constable's Commendation for Outstanding Record of Crime Arrests, May 1979.
- Open Scholarship, Trinity College, Cambridge, 1974-1977 (Renewed 1976)
- Represented Great Britain at the International Mathematics Olympiad, Moscow, July 1973.

## BOOKS

- Handcuffed: What Holds Policing Back, Brookings Institution Press, Washington D.C., (forthcoming, 2015)
- The Character of Harms: Operational Challenges in Control, Cambridge University Press, Cambridge, England & New York, USA. 2008
- License to Steal: How Fraud Bleeds America's Health Care System, (2<sup>nd</sup> edition), Westview Press, Denver, Colorado & Oxford, England, 2000.
- The Regulatory Craft: Controlling Risks, Solving Problems, and Managing Compliance, Brookings Institution Press, Washington D.C., 2000.

**Translated into Chinese:** 2006. 《监管的艺术》

**Reprinted** (condensed version of chapter 13) in: Making Law Work: Environmental Compliance & Sustainable Development, Durwood Zaelke, Donald Kaniaru & Eva Kruzikova, (eds.) Vol. 2 pp149-154, Cameron May & The Institute for Governance and Sustainable Development, London, 2005

**Translated into Spanish** (chapter 7) in: Documentos Y Aportes: en Administracion Publica Y Gestion Estatal, Ano 4, Numero 5. Santa Fe, Republica Argentina. 2004.

- License to Steal: Why Fraud Plagues America's Health Care System, Westview Press, Denver, Colorado & Oxford, England. 1996
- Imposing Duties: Government's Changing Approach to Compliance, Praeger Books: Westport, Connecticut & London. 1994
- Beyond 911: A New Era for Policing, Malcolm K. Sparrow, Mark H. Moore & David M. Kennedy, Basic Books: New York. 1990
- Ethics in Government: The Moral Challenge of Public Leadership, Mark H. Moore & Malcolm K. Sparrow. Prentice-Hall: Englewood Cliffs, New Jersey. 1990

#### JOURNAL ARTICLES & BOOK CHAPTERS

- "Foreword," in: Environmental Crime and Collaborative State Intervention, Grant Pink & Rob White, (eds.), Palgrave Macmillan. (Forthcoming, 2015).
- "Performance Measurement in a Modern Police Organization," *New Perspectives in Policing*. National Institute of Justice, Washington D.C. & The Program in Criminal Justice Policy & Management, Harvard Kennedy School, Cambridge, Massachusetts. March 2015.

**Reprinted in:** *Psychosociological Issues in Human Resource Management*, Volume 3(2), 2015, pp17-52, ISSN 2332-299X.

- "Managing the Boundary between Public and Private Policing," *New Perspectives in Policing*. National Institute of Justice, Washington D.C. & The Program in Criminal Justice Policy & Management, Harvard Kennedy School, Cambridge, Massachusetts. September 2014.
- "Foreword," in: Financial Supervision in the 21st Century, A. Joanne Kellerman, Jakob de Haan, & Femke de Vries, (eds.), Springer-Verlag, 2013.
- "Crime Reduction through a Regulatory Approach: Joining the Regulatory Fold," [invited, Policy Essay] *Criminology & Public Policy*, Vol. 11, Issue 2, May 2012. pp345-359.
- "Unravelling a Risk-Management Challenge," Chapter 3, in Ports in a Storm: Public Management in a Turbulent World, John D. Donahue & Mark H. Moore (eds.), Brookings Institution Press, Washington D.C. 2012. pp25-54.
- "Governing Science," *New Perspectives in Policing*. National Institute of Justice, Washington D.C. & The Program in Criminal Justice Policy & Management, Harvard Kennedy School, Cambridge, Massachusetts. January 2011.

**Reprinted in:** *Australasian Policing*, Vol. 6, No. 2, Summer 2014, pp24-35.

- "Fraud in the U.S. Health Care System: Exposing the Vulnerabilities of Automated Payment Systems," [invited, paper] *Social Research: An International Quarterly of the Social Sciences*, Vol. 75, No. 4, Winter 2008. pp1151-1180
- "Corruption in Health Care Systems: The American Experience," in Global Corruption Report 2006: Special Focus - Corruption & Health, Transparency International, Berlin, Germany. 2006. pp16-22
- "Fraud Control in the Health Care Industry: Assessing the State of the Art," *Research in Brief*, National Institute of Justice, Washington D.C., February 1999.

**Reprinted in:** Readings in White-Collar Crime, David Shichor, Larry Gaines & Richard Ball, (eds.) Waveland Press. Prospect Heights, Illinois, 2002

- "Health Care Fraud Control: Understanding the Challenge," *Journal of Insurance Medicine*, Vol. 28, No. 2. November 1996. pp86-96.
- "Innovation in Policing: From Production Lines to Jobs Shops," Mark H. Moore, Malcolm K. Sparrow & William Spelman, in Innovation in American Government: Challenges, Opportunities and Dilemmas, Alan A. Altshuler & Robert D. Behn, (eds.) Brookings Institution, Washington D.C., 1997. pp274-298
- "The State of the Fraud Control Game; and the Impact of Electronic Claims Processing on Fraud and Fraud Control," 1994 International Symposium on Criminal Justice Information Systems and Technology. Sponsored by SEARCH/BJA. Washington D.C., August 1994. Proceedings.
- "Information Management in Support of Emerging Strategies of Policing," 1994 International Symposium on Criminal Justice Information Systems and Technology. Sponsored by SEARCH/BJA. Washington D.C., August 1994. Proceedings.
- "Measuring AFIS Matcher Accuracy: Statistical Considerations & Benchmarking Principles," *Police Chief*. Volume LXI, No.4. April 1994. pp147-151
- "Integrating Distinct Managerial Styles: The Challenge for Police Leadership," *American Journal of Police*, Volume 12, No.2, 1992. pp1-16.
- "Informing Enforcement," *Informatization and the Public Sector*, Vol.2, 1992. pp197-212.
- "Complaints Against Police and Departmental Management: Making the Connection," *Police Chief*, International Association of Chiefs of Police. Gaithersburg, Maryland. Vol. LIX, No. 8, August 1992. pp65-78.
- "A Linear Algorithm for Computing Automorphic Equivalence Classes: The Numerical Signatures Approach," *Social Networks*, Vol. 15, 1993. pp151-170
- "Information Systems and the Development of Policing," *Perspectives on Policing*—No. 16. National Institute of Justice, U.S. Department of Justice, Washington D.C., March 1993

- "Network Vulnerabilities and Strategic Intelligence," *International Journal of Intelligence and CounterIntelligence*, Volume 5, No.3, Fall 1991 (Published July 1992) pp255-274

**Reprinted in:** Criminal Detection and the Psychology of Crime, David V. Canter and Laurence J. Alison, (eds.) Dartmouth Publishing. Aldershot, England, 1997. pp461-484

- "The Application of Network Analysis to Criminal Intelligence: An Assessment of the Prospects," *Social Networks*, Vol. 13, No.3, September 1991. pp251-274

**Reprinted in:** Organized crime: critical concepts in criminology, Federico Varese, (ed.) Routledge. London & New York, 2010. pp419-442

- "From Data Warehouse to Information Craft Shop: The Changing Shape of Information Support for Environmental Protection," *Environment International*, Vol. 18, 1992. pp3-9
- "Information Systems: Helping or Hindering the Evolution of Policing," *Police Chief*. International Association of Chiefs of Police. Gaithersburg, Maryland. Vol. LVIII, No.4, April 1991. pp26-44
- "Implementing Community Policing," Perspectives on Policing—No. 9 National Institute of Justice, U.S. Department of Justice, Washington D.C., December 1988.

**Reprinted in:** Community Oriented Policing & Problem Solving, California Department of Justice, Attorney General's Office, Crime Prevention Center. November 1992. pp49-58.

**Reprinted in:** The Administration and Management of Criminal Justice Organizations, Stan Stojkovic, John Klofas & David Kalinich, (eds.) Waveland Press. Prospect Heights, Illinois. 1994

- "Topological Coordinate Systems: Applications in Latent Mark Matching and Image Retrieval", Malcolm K. SPARROW and Penelope J. SPARROW, International Carnahan Conference on Security Technology, Gothenburg, Sweden, August 1986. Proceedings pp235-243.
- "A Topological Approach to the Matching of Single Fingerprints: Development of Algorithms for Use on Latent Fingermarks," Malcolm K. SPARROW and Penelope J. SPARROW, National Bureau of Standards Special Publication no. 500-126. National Bureau of Standards, Gaithersburg, Maryland, USA, October 1985.
- "A Topological Approach to the Matching of Single Fingerprints: Development of Algorithms for Use on Rolled Impressions," Malcolm K. SPARROW and Penelope J. SPARROW, National Bureau of Standards Special Publication no. 500-124. National Bureau of Standards, Gaithersburg, Maryland, USA, May 1985.
- "Topological Coding of Single Fingerprints for Automated Comparison," Malcolm K. SPARROW and Penelope J. SPARROW, Carnahan Conference on Security Technology, University of Kentucky, Lexington, Kentucky, USA. May 1985. Proceedings pp149-157.

- "Digital Coding of Single Fingerprints--A New Approach for the Computer Age," *Journal of Police Science and Administration*, International Association of Chiefs of Police, Gaithersburg, Maryland, USA. Vol X, No.2, June 1982, pp206-217

## REPORTS:

- "Prevention Services Strategy Review," Confidential report prepared for WorkSafeBC, British Columbia, Canada. May 29<sup>th</sup>, 2013.
- "Can Internet Gambling Be Effectively Regulated? Managing the Risks," Malcolm K. Sparrow (principal author), with Bazelon, C. & Jackson, C. The Brattle Group, Washington D.C., December 2<sup>nd</sup> 2009.
- "Managing Risks in Civil Aviation: A Review of the FAA's Approach to Safety," Malcolm K. Sparrow (principal author), Edward W. Stimpson (Chair), J. Randolph Babbitt, William O. McCabe, Carl W. Vogt. Report of the *Independent Review Team*, a Blue Ribbon Panel appointed by Secretary of Transportation Mary E. Peters. Washington D.C., September 2<sup>nd</sup>, 2008
- "Fraud Control Redesign Analysis," (A review of the organizational relationships between fraud control, risk control, compliance, ethics and integrity). Confidential report prepared for Kaiser Permanente, Oakland, California. November 2002.
- "Fraud and Abuse Detection and Control in the Florida Medicaid Program: A Strategic Review of AHCA's Program Integrity Operations," Prepared for Florida's Agency for Health Care Administration. September 2001
- "Controlling Fraud and Abuse in Medicaid: Innovations and Obstacles," Report from the Executive Seminars on Fraud and Abuse in Medicaid, sponsored by HCFA (December 1998–May 1999). Report Published by the Health Care Financing Administration. September 1999.
- "Fraud Control at HUD: A Preliminary Assessment of the Opportunities and Challenges." Prepared for the U.S. Department of Housing and Urban Development. August 1997
- "Health Care Fraud: Towards Effective Control." Final Report for National Institute of Justice, under grant no: #96-IJ-CX-0010. June 1997
- "Strategic Problem Solving: An Assessment." Prepared for the U.S. Customs Service, September 1996.
- "Defining the Role of the Research & Development Division." Confidential report prepared for the Massachusetts Department of Revenue. December 1995
- "A Problem-Solving Approach to the Prevention of Injuries, Illnesses and Deaths." Prepared for the Occupational Safety and Health Administration, U.S. Department of Labor. December 1995.

- "Health Care Fraud Control: The State of the Art," Program on Strategic Computing and Telecommunications in the Public Sector, John F. Kennedy School of Government, Harvard University, Cambridge, Massachusetts. October 1995.
- "A Problem-Solving Approach to Environmental Protection." Prepared for Florida Department of Environmental Protection. December 1995
- "Engineering for Compliance." Prepared for the U.S. Customs Service, September 1994.
- "Early Warning Systems for Major Fraud Schemes: An Assessment of Opportunities for the development of Multi-Account Fraud Detection Systems." Confidential report prepared for VISA International, June 1994.
- "Early Warning Systems for Multi-Account Fraud Schemes." Confidential report prepared for Fidelity Investments, Corporate Security, January 1994
- "Fraud in the Electronic Filing Program: A Vulnerability Assessment." Confidential report prepared for the Internal Revenue Service, October 1993.
- "Fraud Pattern Recognition at the Multi-Account or Ring Level, Using Network Analytic Techniques." Confidential report prepared for American Express, November 1992.
- "An Evaluation of the Potential of the U.S. Department of the Treasury's Financial Crimes Enforcement Network." Malcolm K. Sparrow. Prepared on behalf of the U.S. Dept. of the Treasury for Congressional Appropriations Committee, July 1990.

#### **CONGRESSIONAL TESTIMONY (not including State Legislatures)**

- House Committee on Financial Services. (On Control of the Risks Associated with Internet Gambling). 3<sup>rd</sup> December 2009.
- Senate Committee on the Judiciary, Subcommittee on Crime & Drugs. (On Health Care Fraud Control). 20<sup>th</sup> May 2009.
- National Commission on Restructuring the IRS. (On Tax Compliance Management Strategy). 13<sup>th</sup> January 1997.
- House Committee on Ways & Means, Subcommittee on Oversight. (In defense of the IRS' Taxpayer Compliance Monitoring Program). 18<sup>th</sup> July 1995.

#### **MAGAZINE ARTICLES, EDITORIALS, etc.**

- "Risk Based Regulation and the Sabotage of Harms," IAMRA Conference Blog, UK General Medical Council, 11<sup>th</sup> September 2014. (Adapted from ESADE essay listed below)

- "What does it mean to be a risk-based regulator?" in: Beyond Finance: Financial Supervision in the 21<sup>st</sup> Century, Dutch National Bank Occasional Studies, Vol. 12, No. 2, 2014. pp9-14
- "The Sabotage of Harms: An Emerging Art Form for Public Managers," ESADE Institute of Public Governance & Management, E-newsletter, March 2012 (published in English, Spanish & Catalan).
- "An e-ripoff of the U.S." Los Angeles Times, Sunday August 21<sup>st</sup>, 2011.
- "Lessons from the Financial 'Accident': Promoting sensible and stable attitudes towards regulation is part of risk management," Leader's Log, *AeroSafety World*, Flight Safety Foundation, May 2009. pp24-25
- "Why are Dead Doctors Allowed to Practice?" Miami Herald, Thursday September 4<sup>th</sup>, 2008.
- "Getting Serious About Risk Control," *Canadian Government Executive Magazine*, Issue 4, 2002. pp19-22
- "Are You For or Against Fraud Control?" *HealthcareBusiness*, March/April 1999. p84
- "Regulatory Reform: Putting the Pieces Together," Guest Perspective, *State Environmental Monitor*, Volume 3, No. 2, February 1998.
- "Commentary: A Criminal's Dream: Automated payment systems, designed for honest providers, are easy targets for fraud," *Modern HealthCare*, October 6, 1997. p94
- "Automation Fosters Health Care Fraud," *Government Technology Magazine*, February 1997, Vol. 10, No. 2, pp 1,42,44
- "Sweet Reason: The behavior of regulators is slowly changing; business will benefit," Academic Standards, *World Business*, Jan/Feb 1997. pp54-55
- "Programmed for Fraud," Editorial, *Wall Street Journal*, Friday, 18th October, 1996  
     **Reprinted in:** *The Certified Fraud Analysts Report*, November 15, 1996. pp4-5  
     **Reprinted in:** *Government Technology Magazine*, January 1997, Vol. 10, No. 1, p48
- "The Essential Schizophrenia of Compliance Organizations," *Customs Tomorrow*, U.S. Customs Service, Washington D.C., October 1995. pp20-23
- "More Cops? It's Methods, Not Numbers, That Count," Viewpoints, *Newsday*, Monday, December 17th, 1990



## UNPUBLISHED PAPERS

- "Insight with a View to Action: The Role of Analysis in Risk Control Operations," Written for the Program on Strategic Computing and Telecommunications in the Public Sector, John F. Kennedy School of Government, Harvard University. July 1999.
- "Regulatory Agencies: Searching for Performance Measures that Count". December 1997.
- "Regulatory Reform: Lessons from the Innovations Awards Program," Prepared for 10th year assessment of the Ford Foundation's Innovations in American Government Program (not published). John F. Kennedy School of Government, Harvard University, Cambridge, Massachusetts. August 1996.

(The substance of these three papers has since been absorbed within: The Regulatory Craft: Controlling Risks, Solving Problems & Managing Compliance, Brookings, 2000.)

- "Q-Connectivity: The Transmission of Influence and the Problem of Double Lives," January 1991.

## CASE STUDIES (PUBLISHED):

- "One Week in Heron City." *New Perspectives in Policing*. National Institute of Justice, Washington D.C. & The Program in Criminal Justice Policy & Management, Harvard Kennedy School, Cambridge, Massachusetts. September 2009.
  - Case A
  - Case B
  - Teaching Note
- "Illiana Department of Revenue." (1996).
- "TeleFlex Health Insurance Co." Cases A, B, C. (1996) [Published through the Program on Strategic Computing & Telecommunications in the Public Sector, John F. Kennedy School of Government, Harvard University, Cambridge, Massachusetts]
- "The State/EPA Data Management Program: A Series of Five Case Studies" (1990) [Published through the Program on Strategic Computing & Telecommunications in the Public Sector, JFK School, Harvard University]
  - Case A: "Pioneers In Georgia"
  - Case B: "The EPA's Evolving Use of Information"
  - Case C: "Implementation in New England"
  - Case D: "Missouri: Planning for the Next Century"
  - Case E: "New Jersey: Redefining the Importance of the EPA"

**ORGANIZATIONS CONSULTED TO:** (not including conference presentations & other occasional speaking engagements)

**International:**

Alberta Energy Regulator, Canada  
Australia & New Zealand School of Government  
Australian Capital Territory (Canberra) Government  
Australian Clean Energy Regulator  
Australian Competition & Consumer Commission  
Australian Department of Education  
Australian Department of the Environment  
Australian Department of Health  
Australian Department of Human Services, Business Integrity Division  
Australian Department of Immigration & Border Protection  
Australian Department of Infrastructure & Regional Development  
Australian Department of Social Services  
Australian Fisheries Management Authority  
Australian Health Practitioner Regulation Agency  
Australian Institute for Teaching & School Leadership  
Australian Institute for Police Management  
Australian Media & Communications Authority  
Australian Medicare Program, Compliance Division  
Australian National Offshore Petroleum Titles Administrator  
Australian Securities & Investments Commission  
Australian Skills Quality Regulator  
Authority for Financial Markets, Netherlands  
Bank Negara, Malaysia  
Better Regulation Delivery Office, United Kingdom  
British Columbia, Ministry of the Environment, Canada  
Canadian Center for Management Development  
Canadian Government Executive (publishing organization)  
Canadian Federal Regulators  
Canadian Health Care Anti-Fraud Association  
Center for Philanthropy & Civil Society, Thailand  
Charles River Centre, Malaysia  
ComCare, Australia  
Companies & Intellectual Property Commission, South Africa  
Critical National Infrastructure Authority, Abu Dhabi  
De Nederlandsche Bank, (Dutch Central Bank), Amsterdam, Netherlands  
Department of Business & Innovation, Victoria, Australia  
Department of Mines & Petroleum, Western Australia  
Department of Premier & Cabinet, Tasmania, Australia  
Department of Primary Industries, Victoria, Australia  
Electrical Safety Authority, Ontario, Canada  
Enterprise Saskatchewan, Canada  
Energy Resources Conservation Board, Alberta, Canada

Ernst & Young (Melbourne & Perth, Australia)  
Financial Services Authority, London  
Formez, Italy  
Hong Kong Electrical & Mechanical Services Department  
Hong Kong Civil Service Training & Development Institute  
Hong Kong Securities & Futures Commission  
Investment Dealers Association, Canada  
Isle of Man Government, in partnership with Saïd Business School, Oxford University  
Market Regulation Services, Toronto, Canada  
Monetary Authority of Singapore  
New Zealand Civil Aviation Authority  
New Zealand Customs Service  
New Zealand Commerce Commission  
New Zealand Department of Internal Affairs  
New Zealand Department of Labor  
New Zealand Financial Markets Authority  
New Zealand Inland Revenue Department  
New Zealand Police Department  
New Zealand Securities Commission  
New South Wales Department of Trade & Investment, Research & Energy Division  
New South Wales Environmental Protection Agency, Australia  
New South Wales Police Department, Australia  
New South Wales Safety, Return to Work & Support Division  
Nova Scotia Department of Environment & Labor, Canada  
Office of Police Integrity, Victoria, Australia  
Office of Public Management, London  
Office of the Mayor, San Juan, Puerto Rico  
Ontario Securities Commission, Canada  
OPTA, Netherlands  
Ordina Public, Netherlands  
Public Transport Safety Victoria, Australia  
Queensland Department of Health, Australia  
Queensland Department of Environment & Heritage Protection  
Queensland Department of Natural Resources & Mines  
Regina Police Department, Saskatchewan, Canada  
Revenue Canada  
Scottish Government Executive  
Scottish Environmental Protection Agency  
Skills Victoria, Australia  
Smart Regulation Committee, Singapore  
Transport Safety Victoria, Australia  
Treasury Board, Canada  
Victoria Commission for Gambling & Liquor Licensing  
Victoria Department of Environment & Primary Industries, Australia  
Victoria Department of Health, Australia  
Victoria Department of Justice, Australia

Victoria Environmental Protection Agency, Australia  
Victorian Managed Insurance Association, Australia  
WorkSafeBC, British Columbia, Canada  
World Bank, Public Sector, Latin America & Caribbean Region  
York University, Public Sector Executive Program, Canada

**Federal/National: (U.S.)**

Customs Service  
Environmental Protection Agency  
Department of Agriculture (Animal & Plant Health Inspection Service)  
Department of Labor (Occupational Safety & Health)  
Department of Labor (Wage & Hour Division)  
Federal Aviation Administration  
Federal Bureau of Investigation  
Federal Executive Institute  
Federal Motor Carrier Safety Administration  
Federal Railroad Administration  
Federal Retirement Thrift Investment Board  
Financial Crimes Enforcement Network  
Food & Drug Administration  
Health Care Financing Administration  
Housing & Urban Development  
Internal Revenue Service  
National Institute for Neurological Disorders & Stroke  
North-American Electric Reliability Corporation  
Office of the Comptroller of the Currency  
Securities & Exchange Commission  
South-Eastern Electric Reliability Council  
Recovery Independent Advisory Panel (as member)

**State & Local: (U.S.)**

Boston Police Department  
California Commission on Health, Safety, & Worker's Compensation  
California Worker's Compensation Fraud Task Force  
Casco Bay Estuary Project, Maine  
Florida Agency for Health Care Administration  
Florida Department of Environmental Protection  
Florida Department of Business & Professional Regulation  
Illinois Department of Public Aid, OIG  
Maine Dept. of Environmental Protection  
Massachusetts Department of Revenue  
Minnesota Pollution Control Agency  
New Hampshire Department of Social Services  
New York State Department of Social Services  
Texas Office of the Comptroller  
Washington State: Department of Labor & Industries

**Not-for-profit:**

Council on Excellence in Government  
Federation of Tax Administrators  
Kaiser Permanente  
Police Executive Research Forum  
State University of New York  
Wexner Foundation

**Commercial:**

American Express  
American Management Systems  
Booz-Allen & Hamilton  
Brattle Group  
ClearConduct (Amsterdam)  
Davis, Wright & Tremain (Law Firm)  
Deloitte & Touche  
Ernst & Young (Canberra, Australia)  
East Shore Technologies, Inc.  
Fidelity Investments  
Florida Blue Cross/ Blue Shield  
Harris Corporation  
HOPS International  
Identification Systems & Security  
International Business Machines (IBM)  
Kroll Associates  
SAP (Public Services)  
Scientific & Technical Analysis Corporation  
Sheppard, Mullin et al, (Law Firm)  
Stein Mitchell Muse Cipollone & Beato, (Law Firm)  
TRAP Systems  
TRUST Insurance Group.  
VISA International

## **DETAILS OF POLICE EXPERIENCE**

Sept 1988—Dec 1988: Detective Chief Inspector i/c Kent County Fraud Squad.

Jan 1987—Aug 1988: Chief Inspector, 2nd i/c Maidstone.

Aug 1986—Jan 1987: Chief Inspector, Complaints & Discipline Dept., Kent Police HQ.

Jun 1986—Aug 1986: Inspector, Research & Planning, Kent Police HQ

Sept 1984—Jun 1986: Released for Harkness Fellowship period of research and study in the United States.

Dec 1983—Sept 1984: Inspector i/c West Kent Support Group. (Tactical Firearms Team & Underwater Search & Recovery Unit).

Dec 1982—Dec 1983: Police Inspector, Patrol Duties, Ashford.

Jan 1981—Dec 1982: Police Sergeant, Police Staff Training College, Bramshill and Patrol duties, Rochester.

Oct 1977—Dec 1980: General Police duties in the rank of Constable and Detective Constable.