



American Association of
Motor Vehicle Administrators

DMV
INVESTIGATOR
INTEGRATION
STRATEGIES
AND DMV
INVESTIGATIVE
UNIT RESOURCE
GUIDE



**DMV INVESTIGATOR INTEGRATION WORKING GROUP
LAW ENFORCEMENT STANDING COMMITTEE**

The DMV Investigator Integration Strategies document offers five general strategies and 10 specific recommendations to support integration of DMV investigators into the AAMVA community. It is published along with the DMV Investigative Unit Resource Guide and offers general organizational operational principles and guidelines for DMV investigative units based on the research, experience, and practices of seasoned professionals. It pulls into a single document portions of multiple resources that are most applicable to the establishment and management of DMV investigative units, as well as new information that fills identified gaps.

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DMV INVESTIGATOR INTEGRATION STRATEGIES

This document was created to go along with the *DMV Investigative Unit Resource Guide*. It offers five general strategies and 10 specific recommendations to help integrate DMV investigators into the AAMVA community. It is intended that these strategies be implemented as time and resources allow. Recommended general strategies:

- Webinar development
- Professional conference participation
- Training module development
- Education
- AAMVA Standing Committee participation

DMV INVESTIGATIVE UNIT RESOURCE GUIDE

Introduction

DMVs are on the front lines of national security and identity protection, and the need is greater than ever to protect information and address fraud by enhancing or creating functional, stand-alone investigative units. The benefits of combating fraud far outweigh the

DMVs should strive to implement and maintain, at minimum, a “good” investigative program. A table describing the basic tenants of “good, better and best” programs can be found in the DMV Investigative Resource Guide, p. 5.

cost. A properly staffed and equipped unit that has the appropriate authority is a valuable asset. It can swiftly identify and address fraud problems such as theft, employee misconduct, and informants, as well as handle other non-investigatory projects like internal audits and vulnerability assessments.

Chapter 1 – The Investigative Unit

This chapter offers information on the purpose and benefits of an investigative unit and guidelines for establishing a new one.

- Setting Up an Investigative Unit for the First Time and Managing Change – planning the unit’s integration into the established jurisdiction and giving it appropriate authority
- Responsibilities of the Investigative Unit
- Staffing and Equipping an Investigative Unit – taking into account need, size of the DMV and anticipated responsibilities
- Investigatory Qualifications, Authorities and Tools – hiring appropriately experienced and credentialed investigators with arrest authority
- Support Staff Qualifications and Authority

An optimum DMV investigative team includes sworn investigators (or a hybrid of sworn and non-sworn), forensic auditors, forensic IT analysts, research analysts and document examiners.

- Funding the Investigative Unit – finding grant opportunities and sharing programs (see list on p. 9 of the *Resource Guide*)
- Existing Investigative Unit Review – conducting regular reviews and assessments
- Alternatives if Establishing an Investigative Unit Is Not Possible

Chapter 2 – Hiring DMV Investigators

A successful DMV investigative unit contains individuals with the required education, investigative experience, and knowledge of DMV processes, ideally with law enforcement experience. This chapter contains guidelines for and examples of investigator job descriptions, qualifications and requirements, as well as ideas for the recruitment and selection process.

Examples of investigator duties, responsibilities, qualifications, and requirements ready to be used in a job description can be found in the DMV Investigative Resource Guide, pp. 10-11.

Recommended Selection Process Steps:

1. Written exam
2. Physical fitness testing
3. Oral board
4. Reference checks
5. Conditional letter of employment
6. Background investigation
7. Polygraph test
8. Medical exam(s)

Chapter 3 – Training and Retention

This chapter offers lists of elements recommended for comprehensive investigative unit training and retention programs.

Training Delivery Options

- New employee training/onboarding
- Basic law enforcement training (e.g., POST)
- In-service training
- On-the-job training (e.g., FTO)
- Webinars
- Task-related training (e.g., facial recognition comparison training)
- AAMVA fraud tools
- Attendance at AAMVA and other conferences or trainings
- Other professional development opportunities

Retention Strategies

- Competitive salary
- Positive work culture
- Continuing education and training

In April 2016, the DMV Investigator Integration Working Group completed a survey on the make-up of jurisdictional investigative units. For a map, overview table and complete results, go to Appendix A of the DMV Investigative Unit Resource Guide.

- Professional development and advancement opportunities
- Recognition and rewards
- Telecommuting and/or flexible work schedule opportunities
- Avenues for employee feedback

Chapter 4 – Supporting Investigations through Partnerships

This chapter establishes the importance of an investigative unit forming internal and external partnerships and offers background and information on some key relationships.

Recommendations for how to establish and maintain healthy partnerships are listed in the DMV Investigative Resource Guide, pp. 13-20.

Internal Partnerships

- Motor Vehicle Operations
- Dealer and Business Licensing Operations
- Driver License and ID Card Operations
- Motor Carrier Operations
- Field Operations and Third-Party Partners
- Vehicle Safety Inspection and Emissions Operations
- Information Technology
- Human Resources and Legal Department

External Partnerships

- Federal Partnerships – federal law enforcement agencies
- Prosecutor, State’s Attorney, and Secretary of State
- Fusion Centers
- Other Government Agencies – health and human service agencies, family and social services agencies, Social Security Administration, unemployment services, departments of revenue, departments of homeland security, Supreme Court, and the Department of Justice

Chapter 5 – Tools

Essential tools of the investigator trade include black lights, magnifiers, flashlights, binoculars, smartphones, audio and video recorders, onboard diagnostic tools, bar code readers, still and video cameras, ID checking guides, and clearly identifiable attire. This chapter offers lists of additional reliable U.S. and Canadian organizations and tools. Go to the DMV Investigative Unit Resource Guide, pp. 21-27.

Access to DMV records, facial recognition or other biometric systems, social media, conventional websites, law enforcement databases, public record aggregators, vital records offices, court records, skip tracing data, and tax records is necessary to investigate, confirm information, and solve cases.

Chapter 6 – Review and Assessment

Annual reviews and assessments should be conducted and reported in an annual report that is shared with key constituencies. The unit review should include:

- Legislative, policy, and regulatory review
- Workload assessment
- Review of current training and development
- Feedback from internal and external stakeholders
- Recommended changes
- Statistics and performance measures

To read about specific recommendations for implementing the general strategies, go to DMV Investigator Integration Strategies, pp. 4-6.

Chapter 7 – Awards and Recognition

Recognizing employees who help detect or deter fraud can increase an investigative unit's effectiveness. Each DMV should create a committee to establish, advertise, and manage this program. Possible rewards include:

- Challenge coin
- Flexible work hours
- Compensatory time off
- Reserved parking
- Commendation letter
- Bonus or cash incentive
- AAMVA award

Summary

DMV investigators have an increasingly difficult job. The benefits of hiring, training, and maintaining a comprehensive investigative team, with the access and tools they need to be effective, are far greater than the cost of doing so. If jurisdictions follow the guidelines offered and implement recommended strategies when possible, they will reap these benefits.

About AAMVA DMV Investigator Integration Working Group

The *AAMVA DMV Investigator Integration Working Group* was established by the AAMVA Law Enforcement Standing Committee (LESC) in 2015 to help better integrate DMV investigators into the AAMVA community, and into the activities of the law enforcement discipline specifically. Members were selected from all four of AAMVA's regions and include 11 DMV investigators (including one Canadian), four law enforcement representatives, one board advisor, and three AAMVA staff members.

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