



### D52 Managing Intellectual Capital

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Attendees will be made aware of techniques to measure, increase, and retain intellectual capital to increase quality within their laboratories. This presentation will impact the forensic community by advancing unique performance metrics that can be used by forensic science to measure laboratory efficiency; offering strategies for communicating successfully with funding agencies; and demonstrating a case example of increasing the intellectual capital of a large metropolitan forensic science lab, using a forensic advisory group.

**Introduction:** Intellectual capital is a strategic resource in organizations. This article discusses strategies for increasing the intellectual capacity of the forensic science laboratory. It begins with a definition of intellectual capital using a resource-based model of organizations. Next, it discusses laboratory structure and the measurement of laboratory efficiency. Human resource metrics and the importance of communicating with funding agencies are considered. The article concludes with a discussion of an overall strategy for increasing intellectual capital in forensic laboratories and offers a case example using a forensic advisory group.

**Human Resources as Intellectual Capital:** Demonstrating that investments in human resources lead to improved laboratory performance is critical to laboratory directors (Koussiafes 2004). Resourcebased models propose matching the overall strategy of the organization with its human resource practices (Barney 2001). Originating from economics, the resource-based view considers human resources as assets as opposed to variable costs. The resource-based view is the philosophy behind initiatives to consider human resources as *intellectual capital*. In this model, human resource practices support the intellectual capital of the forensic laboratory by making the most of the job-related behaviors of the talent pool. Certain conditions must be present to maximize organizational performance. Intellectual capital must be *valuable, rare, inimitable, and nonsubstitutable* (Wright et al. 1994). These criteria are discussed next as they apply to forensic laboratories

**Intellectual Capital, Management, Quality**