



### D30 Measuring What You Manage — Performance Metrics in Digital Evidence

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After attending this presentation, attendees will have a framework for developing performance metrics in digital evidence laboratories.

This presentation will impact the forensic community and/or humanity by providing useful information to the digital evidence community, and the forensic science community as a whole, concerning the use of performance metrics to manage forensic laboratories.

Digital evidence is one of the newest disciplines in forensic science. The examination of digital evidence has been practiced both formally and informally since the late 1980s. The Defense Department, the Drug Enforcement Agency, the Federal Bureau of Investigation, and the Treasury Department developed formal programs early in the 1990s. Many other law enforcement agencies and a number of forensic laboratories also developed programs since those early days.

Some of the agencies modeled their digital evidence programs on traditional forensic programs, in some cases making digital evidence examination a separate unit or even laboratory within a laboratory system. Most recently, there have developed an entire system of Regional Computer Forensic Laboratories. ASCLD-LAB approved Digital Evidence as a discipline in 2003.

Regardless of the structure or hosting entity, the demand for digital evidence forensic services has grown at a phenomenal rate. The numbers of requests, examinations, and volume of evidence in each case have all expanded faster than the growth in resources which has resulted in tremendous pressure on managers to intelligently grow and manage their programs.

There is a management axiom attributed to Kaplan and Norton that states: "You cannot manage what you cannot measure". Legendary management guru Peter Drucker goes on to say that "what gets measured gets done." Both recognize that the ability to measure performance is critical to effective management.

This paper will discuss the role of performance metrics in digital evidence units, sections, and laboratories, the different types of management metrics and will provide the results of an informal survey of current practice in digital evidence laboratories.

#### **Digital, Management, Metrics**