



ALABAMA  
**DEPARTMENT OF FORENSIC SCIENCES**

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April 2, 2009

Memo to: ...

From: Dale A. Carpenter, Ph.D., Deputy Director

Subject: Productivity

Your productivity for March 2009 fell short of the desired target. By design, our new Departmental goals for Drug Chemistry were disseminated verbally to you through your Supervisor or Laboratory Director. At this time I would like to convey these goals and the plan to achieve these goals in a more formal written format.

Departmentally, we are restructuring the way in which we monitor Discipline/Section/Individual productivity. Historically, our approach for monitoring productivity was based on the number of cases produced in a monthly cycle. This approach has inherently limited managerial value and unfortunately allows some unwanted work habits to go undetected. This mechanism of monitoring productivity has resulted in sporadic and unreliable productivity numbers. It is clear, based on the ever increasing number of local Forensic Laboratories being started nationally and, particularly, the previous attempts to establish an oversight committee here in Alabama, that we as an agency, must look seriously at the services we provide.

A key feature of our Departmental approach to monitoring productivity focuses on steady daily goals. An additional feature of this approach is the abandonment of counting completed cases in favor of counting items worked and cases reviewed. Specifically, for those analysts in Drug Chemistry, the first priority of the day is to work/complete ten (10) items [four (4) reviews = one (1) items]. The second priority is to work on particularly old cases or difficult cases. The third priority is to balance quality control and routine laboratory activities with the second priority. Finally, if time permits continue working items.

By implementing this plan an analyst would achieve 150 items worked on or about the 15<sup>th</sup> working day of the month. For most months this will give the analyst five (5) to six (6) days to be used on activities based on priority. Naturally, above average analysts will continue to exceed 150 items worked while the average analysts will complete just over 150 items. To demonstrate the effectiveness of this communication your initials by the appropriate statement below will acknowledge that you understand the Departmental goals.

Additionally, it is important that you and I identify obstacles, if any, which would prevent you from developing new or refining existing practices to effectively monitor your section's productivity. Based on our discussions, the potential obstacles are to be recorded below in the appropriate space. It is incumbent upon management to study any potential obstacles to verify their impact and remove them if necessary.

The goal of management is to get work done through others. Without obstacles, the goal of analysts is productivity. Your initials are an acknowledgement that you can obtain the Drug Chemistry goals for analysts in the absence of any substantiated obstacle.

Finally, your initials by the appropriate statement are an acknowledgement that you can accomplish the task of monitoring your section's productivity.

I am optimistic that if we work together the Drug Chemistry Section will prosper.

\_\_\_\_\_ I have received both written and verbal instructions pertaining to the new Drug Chemistry production goals.

\_\_\_\_\_ I understand the new Drug Chemistry production goals.

Obstacles:

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\_\_\_\_\_ Without the aforementioned obstacles I can obtain the department's goals..

Cc: ...