

American Society of Crime Laboratory Directors



EXECUTIVE EDUCATION DIGEST

*a leadership development resource for
forensic science laboratory directors and managers*

2014



TABLE OF CONTENTS

3	<u>ASCLD Board of Directors</u>
5	<u>Message from the President</u>
7	<u>2014 Symposium – Scottsdale, Arizona</u>
9	<u>Symposium Workshops</u>
15	<u>Symposium Block Schedule</u>
18	<u>2014 Candidates for the ASCLD Board</u>
33	<u>2014 Candidates for the ASCLD/LAB Board</u>
54	<u>An Essay on the Science of Forensic Science</u> <i>Garth Glassburg, Northern Illinois Regional Crime Laboratory</i>
59	<u>Establishing a Laboratory Culture of Quality</u> <i>Emma Dutton, ASCLD/LAB</i>
61	<u>Valuing the Forensic Sciences: One of the Paths Forward</u> <i>Garry Bombard, Loyola University, Chicago</i>
65	<u>Customer Working Groups – Benefits for Directors of Public Forensic Laboratories</u> <i>Kristine Hamann et al, Visiting Fellow, Department of Justice/Bureau of Justice Assistance</i>
68	<u>The ASCLD Leadership Academy – Creating Leaders in the Forensic Community</u> <i>Jeremy S. Triplett, ASCLD Board of Directors</i>
72	<u>ASCLD Webinar Series: Confronting Crime Laboratory Backlogs</u> <i>Adam Becnel, Cecilia Crouse, and Brian Gestring</i>

ASCLD BOARD OF DIRECTORS

President

Jay Henry
Director
Bureau of Forensic Services
Utah Department of Public Safety
P.O. Box 148285
Salt Lake City, UT 84114
801-965-4093
jhenry@utah.gov

Executive Director

Jean Stover
Acting Treasurer
American Society of Crime Laboratory
Directors
139A Technology Drive
Garner, NC 27529
(919) 607-3930
asclddirector@gmail.com

President-Elect

Brady Mills
Asst. Laboratory Director
Austin Laboratory
Texas Department of Public Safety
5800 Guadalupe
Austin, TX 78681
512-424-7151
brady.mills@dps.texas.gov

Ethics & Bylaws Chair

Kris Cano
Laboratory Manager
Scottsdale PD Crime Laboratory
Scottsdale Police Department
7601 B East McKellips Rd.
Scottsdale, AZ 85257
480-312-5107
kwhitman@scottsdaleaz.gov

Past President

Jill Spriggs
Laboratory Director
Sacramento DA Crime Laboratory
Sacramento District Attorney's Office
4800 Broadway
Sacramento, CA 95820
916-216-3864
spriggsj@sacda.org

Communications Chair

George Herrin
Deputy Director
Division of Forensic Sciences
Georgia Bureau of Investigation
3121 Panthersville Rd.
Decatur, GA 30034
404-270-8072
george.herrin@gbj.ga.gov

Secretary

Jody Wolfe
Asst. Crime Lab Administrator
Phoenix PD Crime Lab
Phoenix Police Department
621 W. Washington
Phoenix, AZ 85003
602-534-8751
jody.wolf@phoenix.gov

Membership Chair

Jeff Salyards
Executive Director
Defense Forensic Science Center
US Department of Defense
404-469-5569
michael.j.salyards.civ@mail.mil

International Liaison Chair

Soraya McClung
Laboratory Director
WVSP Crime Laboratory
West Virginia State Police
725 Jefferson Rd.
South Charleston, WV 25309
304-746-2273
smcclung@wvsp.state.wv.us

Merchandise Chair

Matthew Gamette
Quality Manager
ISP Forensic Services
Idaho State Police
700 South Stratford Drive, Suite 125
Meridian, ID 83642
208-884-7217
matthew.gamette@isp.idaho.gov

Training & Education Chair

Jeremy Triplett
Laboratory Supervisor
Central Laboratory
Kentucky State Police
100 Sower Blvd., Suite 102
Frankfort, KY 40601
502-564-5230
jeremy.triplett@ky.gov

Vendor & Sponsorship Chair

Adam Becnel
Laboratory Manager
LSP Crime Laboratory
Louisiana State Police
376 E. Airport Ave.
Baton Rouge, LA 70806
225-925-6216
adam.becnel@dps.la.gov

Nominations & Awards Chair

Sabrina Cillessen
Physical Evidence Program Manager
Central Laboratory
Virginia Department of Forensic Science
700 North Fifth St.
Richmond, VA 23219
804-588-4026
sabrina.cillessen@dfs.virginia.gov

Office Administrator

Ramona Robertson
139A Technology Drive
Garner, NC 27529
Phone: (919) 773-2044
Fax: (919) 861-9930
Email: office@asclld.org



The American Society of Crime Laboratory Directors

"Excellence Through Leadership in Forensic Science Management"

A Message from our President

April 25, 2014

Wow, it's been quite the year! When I first assumed the presidency, I had some basic goals which included a refocus on past initiatives and a continuation of some new programs. Joining me this year were a great Board of Directors and a team of very hard working ASCLD volunteers. I quickly found that for this to be a successful year, my best strategy was to stay out of the way!

Executive Education Digest

Previous boards had established some excellent ideas and I was very pleased that we were able to bring back the *Executive Education Digest* and publish it last fall. I'm even more excited in that we're able to keep our momentum and provide this 2014 Edition. A special thanks to ASCLD members John Collins and Beth Kroupa for coordinating and editing this publication. Members should anticipate seeing this published every year in the spring, prior to the annual meeting.



ASCLD President Jay Henry

Executive Director

We were fortunate to hire Executive Director Jean Stover, last fall. Jean retired from the Illinois State Police and joined us at the beginning of November 2013. I can't tell you enough what a benefit she has become to our organization. Not only does she handle advanced administrative duties but she also serves as an entrenched point of continuity for future boards. I have already noticed an increase in the Board's efficiency and effectiveness. For instance, while scrutinizing the Scottsdale hotel contract, President-elect Brady Mills and Jean were able to reduce the room rate to \$88/night, thereby saving the forensic community approximately \$60,000!

Crime Lab Minute

I hope you look forward to the weekly newsletter as much as I do. Reading it, along with a cup of coffee, is part of my Monday morning routine. Our communication chair, George Herrin, spends a lot of his weekend assembling and sifting the content into a readable document. Thanks, George. By the time of the symposium, we will have distributed 52 editions which equates to over 30,000 membership emails! If you're a new member, you should look to the newsletter to find out what's happening with the Board and your organization.

This is probably a good time to explain my “forensic metric” topic which occurs at the end of my President’s message every week. On a lark, I added this bit of information without much explanation. It was my hope that these mysterious, tidbits of data would have intrigued you enough to ask: Are these performance metrics for real? Is this information applicable to my operation? Can I use it to make my program better? Well, the answers to all these questions are a resounding YES! And you can also get in on the action and information flow by participating in the Foresight program. If you’re interested, please join Paul Speaker and the Foresight team Sunday May 4th, 5:00 - 7:00 pm at the ASCLD meeting. This meeting is free to attend.

Leadership Academy

A huge accomplishment this year was the launch of the ASCLD Leadership Academy. The development of a management training program had been an interest and goal of many previous boards. By reading past Board discussions, I sensed that a program of this type was really desired but we just couldn’t seem to get the initiative or the right person in place. Well, enter Jeremy Triplett and what a difference one individual can make! Twelve webinars, multiple instructors plus two capstone classes at the symposium has led to the delivery of almost 3000 hours of forensic management training! Well done!

Webinar Series

I mentioned that I started the year with some basic goals. One of them was to host another webinar, or perhaps stretch ourselves and do two? Well, the one turned into seven and the first-ever ASCLD webinar series: *Confronting Crime Laboratory Backlogs: Causes, Solutions, Expectations* was born. I can take no credit for this accomplishment other than maybe for having the sense to step to the side and let ASCLD members Adam Becnel, John Collins, Cecelia Crouse, Brian Gestring and Beth Kroupa lead the charge. I have to admit, I was concerned as to whether we could pull this off, but with the help from dedicated RTI technical staff, it was a phenomenal hit. With a total series registration of 1083 participants, this webinar series delivered over 1100 hours of free instruction to our membership. I think we’ve found another way to address the needs of our members. Stay tuned for another series in the fall...

In closing, this message only touches upon some of last year’s highlights. There is so much more work occurring with other committees that I haven’t mentioned including advocacy, IFSA, membership, bylaws and symposium planning. I hope to see you at the ASCLD conference in May to share with you what the others have been doing!

Finally, please be sure to download the Guidebook. It is your free resource to use to interface with us and the rest of your colleagues. You can find the link at:
<http://guidebook.com/g/asclD2014/?ref=email>.

See you in Scottsdale.

Jay Henry

ASCLD President

2014 ASCLD SYMPOSIUM

**May 4 – 8, 2014
Scottsdale, Arizona**

The 2014 annual symposium of the American Society of Crime Laboratory Directors will take place at the Doubletree by Hilton – Paradise Valley in Scottsdale, Arizona. Additional information about the symposium, as well as registration instructions, will be announced and posted at www.asclcd.org. Links to the hotel and a “save the date” brochure for vendors can be found at the ASCLD website at this time.



Hotel Information

Located only minutes from downtown Scottsdale, Arizona and twelve miles from Phoenix Sky Harbor International Airport, the DoubleTree Resort by Hilton Paradise Valley – Scottsdale offers a warm welcome and a comfortable stay, in tranquil surroundings. Relax and recharge in our beautifully landscaped property, surrounded by lavish courtyards, cactus and tropical palm trees.

Enjoy a wide range of amenities at our Scottsdale, AZ resort without any resort fees. Swim laps in one of the outdoor pools, work out in the health club or enjoy a game of tennis. Our Scottsdale, AZ hotel offers a prime location in the heart of the city. Venture just steps from the hotel for great dining, nightlife and shopping, or visit the adjacent spa for a day of relaxation. Our complimentary shuttle is great for exploring the local area.

Hotel Features

- Resort hotel only 1.5 miles from downtown Scottsdale and 20 minutes from Phoenix Sky Harbor Airport
- Tranquil environment with two large outdoor pools and fully-equipped health club with spa treatments
- Leisure amenities including nine-hole putting green, racquetball, basketball and tennis courts
- Well-equipped for business travelers with BusinessLink center and high-speed internet access
- 40,000 square feet of event space, spread across 23 unique meeting and function rooms

Notice to our Vendors

Please consider joining us as a vendor for the 41st Annual meeting of the American Society of Crime Lab Directors.

Be sure to not miss this opportunity! Many registrants will be seeking information about products and services necessary to ensure the on-going quality of their laboratories. They look to you for ideas, answers and resources.

Exhibiting at the ASCLD symposium will provide you with the access to the forensic laboratory decision makers and appropriations managers. These are the people that approve purchase requests within the laboratory.

Areas of interest include:

- Trace evidence
- Computer Applications
- Laboratory Management Systems (LIMS)
- Toxicology
- Microscopy
- Lab Design
- Document Examination
- Crime Scene Investigation
- Accreditation Programs
- Computer Forensics
- DNA Analysis
- Drug Testing
- Firearms & Tool Marks
- Laboratory Safety
- Fire Debris Analysis
- Latent Fingerprints
- Outsourcing Vendor Services
- Evidence Storage
- Data Storage
- Management Resources
- Imaging Technology
- Calibration Services
- Quality Assurance
- Books and Literature.



WORKSHOPS AT A GLANCE

Sunday May 4, 2014

Sunday AM: <i>How Can I Be Sure –Measurement Uncertainty Success Stories from the Trenches</i>
Sunday AM: <i>Human Factors for Improvement of Quality and Performance</i>
Sunday PM: <i>Solving Mixtures Genome-wide: Practical, Measurable Solutions</i>
Sunday PM: <i>Emerging Drugs- Emerging Problems without Efficiency and Quality</i>
Sunday PM: <i>Implementation of Digital Evidence in an ASCLD/LAB Accredited Facility</i>

Monday May 5, 2014

Monday (All Day): <i>High Impact Hiring and Onboarding of New Forensic Scientists</i>
Monday AM: <i>Three Ugly Questions You Need to Answer for Your Lab</i>
Monday AM: <i>Emerging Drugs- Emerging Problems without Efficiency and Quality (repeat)</i>
Monday PM: <i>Implementation of Digital Evidence in an ASCLD/LAB Accredited Facility (repeat)</i>
Monday PM: <i>Latent Print Unit Management for the Non-Latent Print Examiner</i>
Monday PM: <i>Preventive Actions: A Risk Management Approach</i>
Monday PM: <i>Advocacy Workshop</i>

HALF DAY WORKSHOPS - SUNDAY



How Can I Be Sure – Measurement Uncertainty Success Stories from the Trenches

Date: Sunday AM, May 4, 2014
Instructor: Laurel Farrell and Mary Jane Havener
Fee: \$95 lunch included

Description: This workshop will detail the path taken by two ASCLD/LAB-International accredited laboratory systems. The Long and Winding Road (Beatles 1970) is a good characterization. The path wasn't easy but it was worthwhile. Estimating measurement uncertainty does first require establishing measurement traceability and understanding your measurement process – possibly more time consuming than doing the measurement uncertainty calculations! If you don't spend time on these steps you will find you have to walk backwards. You will hear the war stories, lessons learned and battles won from those that have done it. This workshop will provide a plan of attack for those that are just beginning the process to estimate measurement uncertainty and insight into how to keep moving forward When the Going Gets Tough (Billy Ocean 1986) for those that are mid-process or working to continually improve. Attendees will see how data on a measurement process can support current laboratory processes and decisions or promote and support changes in laboratory processes and decisions. Attendees will have an opportunity to

hear how the ASCLD/LAB Policy on Measurement Uncertainty was written and why it includes what it does. Attendees will no longer have to say I Heard it Through the Grapevine (Marvin Gaye 1968). The workshop will include time for Question(s) (Moody Blues 1970) from the attendees looking for Answers (Susan Tedeschi 1998).



Human Factors for Improvement of Quality and Performance

Date: Sunday AM, May 4, 2014
Instructor: Richard Pinchin, Stephen Burrows, and Philip Haynes
Fee: \$95 lunch included

Description: The “Productive Crime Laboratory™” (PCL) methodology has been developed specifically to assist the forensic and law enforcement community to maintain and improve service levels in times of financial restraint and challenging targets. Written by forensic scientists for forensic scientists PCL is a lean based, top enabled, bottom up’ methodology that allows crime laboratory staff to implement a culture of continuous, sustainable, low cost change that puts the customer requirement at the focus. The framework within PCL easily allows for the integration of previous and existing change programs ensuring all activity is directed toward achieving the stated goals, eliminating repetition and duplication of effort. During this interactive workshop attendees will understand, through an action-learning approach, how “human factors” are a critical component of any scientific process. They will discover the richness of the content and experience how the Productive Crime Laboratory™ could be implemented in their own laboratory. The workshop will consist of a mixture of presentation, hands on demonstrations and interactive exercises. The workshop is aimed at laboratory leaders, senior managers, customer focused professionals, operational managers, budget holders.



Solving Mixtures Genome-wide: Practical, Measurable Solutions

Date: Sunday PM, May 4, 2014
Instructor: Dr. Kevin McElfresh and Dr. Sandra Close
Fee: \$95 lunch included

Description: This workshop will provide an understanding of Next Gen Technologies with a focus on Ultra High Density SNP (UHD-SNP) arrays. Provide validation data for Ultra High Density SNP (UHD-SNP) arrays and comparisons to STR analysis. Review case studies providing details on the use of Ultra High Density SNP (UHD-SNP) arrays involving different types of evidence.

Lab Directors/managers will receive the latest information on Next Gen technologies and understand how they will fit into their arsenal of tools today and going forward. They will better understand the current status of the technologies and what has been completed in preparing the technologies for use in DNA forensic laboratories.

Forensic DNA analysis has been using STR loci for almost two decades. While STR remains a viable and accurate technology, it has limitations with regard to the analysis of forensic samples that contain DNA from multiple sources. Ultra High Density SNP (UHD-SNP) arrays offer an additional technology to assess the inclusion or exclusion of a reference sample in mixed source samples.

Currently cataloged UHD-SNP arrays are as sensitive as STRs in their ability to analyze DNA samples of less than 500pg and meet the forensic criteria of reproducibility and precision. Standard SNP arrays provide the ability to analyze single source matches and non-matches as well as inclusion or exclusion in mixtures when STR samples do not provide interpretable data. We demonstrate UHD-SNP efficacy interpreting simple mixture analysis involving two individuals, complex mixtures involving multiple individuals as well as comparing mixed samples to mixed samples. We will also discuss and compare the advantages and disadvantages of using STR technology versus SNP analysis on various types of forensic evidence.

Analysis of biological samples using UHD-SNP arrays meet the forensic major criteria: 1) SNP arrays would offer significant improvement in the overall capabilities of forensic DNA lab operations, and 2) It is a technique and platform that is a standard catalog item now available so that it could be adopted locally to produce data compatible to the STR systems currently in forensics. It is clear that SNP arrays are a significant addition to the analytical capabilities of a forensic DNA analysis laboratory.



Emerging Drugs-Emerging Problems without Efficiency and Quality

Date: Sunday PM, May 4, 2014
Instructor: Ashraf Mozayani, Ph.D.
Fee: \$95 lunch included

Description: Forensic laboratory administrators are facing monumental challenges. The political drive to reduce spending is resulting in less funding for laboratories, while the demands of the clients are increasing. Advances in technology are enabling forensic scientists to perform more analyses and more thorough investigations with increased speed and accuracy, but at a significant price. Courts are demanding better results, with the added criteria that the results be in compliance with the NAS Report of 2009, Daubert or other high court decisions. Inevitably this means that laboratories must attain accreditation, validate analyses, maintain an active QA/QC program and perform uncertainty determinations on all results. The demand on administrators is to be able to meet the demands of the clients, purchase new instrumentation and hire and train more personnel with increasingly limited funding.

This presentation will be directed towards laboratory administrators who have a limited understanding of forensic toxicology and the problems facing the toxicology laboratory. Hundreds of new drugs are becoming available on the streets (e.g., synthetic cannabinoids) and laboratories are expected to be able to detect them. We will present a discussion of the fundamentals of forensic analysis, the instrumentation used and how the analytical needs of the laboratory may require changes in the approach to forensic toxicology. Steps that can make the laboratory more efficient and functional on a reduced budget will be discussed.



Implementation of Digital Evidence in an ASCLD/LAB Accredited Facility

Date: Sunday PM, May 4, 2014
Instructor: Delia Heredia
Fee: \$95 lunch included

Description: The need for Digital Evidence examinations has been increasing rapidly in forensic cases. The implementation of this discipline in an ASCLD/LAB accredited facility requires that the casework

meet all the quality management system requirements of the facility. The California Department of Justice- Bureau of Forensic Services, Fresno Laboratory took on this task in 2011. This presentation will discuss how this task was approached including selecting the appropriate software for casework, validation and writing the technical procedures and training curriculum. The discussion will include any challenges along the way to successfully achieving accreditation as well as any current challenges encountered at present.

FULL DAY WORKSHOPS – MONDAY



High Impact Hiring and Onboarding of New Forensic Scientists

Date: Monday, May 5, 2014
Instructor: John Collins Jr., MA, SPHR
Fee: \$150 lunch included

Description: High impact hiring and onboarding of new forensic scientists - it's of the utmost importance. The manner in which organizations "onboard" new employees is the single most accurate predictor of how well employees will commit to the mission and values of their organizations. In the forensic science laboratory, new employees represent management's best opportunity to produce the culture and reliability they need across the workforce. Unfortunately, the time spent with new employees and the effort made to properly onboard them in the first 6-months of employment is too-often substandard. This 8-hour seminar is taught by John Collins, longtime ASCLD member, speaker, writer, and certified Senior Professional in Human Resources. Attendees will learn the most common mistakes made by forensic science laboratories and the best-practices utilized in other organizations to build a committed, engaged workforce. After attending this seminar, you will be armed with new ideas and strategies, and you will be better prepared to evaluate your own selection, hiring, and onboarding practices for the purpose of proposing and implementing improvements.

HALF DAY WORKSHOPS – MONDAY



Three Ugly Questions You Need to Answer for Your Lab

Date: Monday AM, May 5, 2014
Instructor: Max Houck, Ph.D. and Paul Speaker, Ph.D.
Fee: \$95 lunch included

Description: What is your risk management plan? What is the capacity of the laboratory, that is, how many cases can really be worked? What does your laboratory cost?

Many, if not most, forensic laboratories do not have a formal risk management plan. A risk management plan is a document that is prepared to plan for risks, estimate effects, and define responses to issues. Risk is an inherent uncertainty that can have a positive or negative effect on a project's or organization's objectives. A risk management plan provides an analysis of likely risks, scales the impact of those risks, and offers mitigation strategies to offset or exploit the risk; these culminate in a risk strategy, which is critical to the project's or organization's success. Risk strategies cover the avoidance, mitigation, acceptance, and transfer of risks. Another level of risk management is at the case level (operational and

tactical): Which samples should be tested, which not tested, and why. Scientists may be concerned that they have to 'test everything' because lawyers might ask about untested samples to score an easy point. Unnecessary testing has an impact on the economics of managing the laboratory casework.

The capacity of a laboratory is another difficult, but necessary, estimate to make for a laboratory. How many cases can a particular scientist, unit, section, or laboratory complete in a set timeframe? What is, in essence, "normal"? The question is not a purely academic one because it represents the core production function of the organization and forms the basis for many other estimates, including budgeting, staffing, grant funding, and quality.

The majority of forensic laboratories are public entities and are therefore exempt from making a profit. Money is therefore an input (from the budgeting process) but not an output; costs should predominate in the mind of the manager. Understanding fully-loaded costs of examinations, staff, consumables, and capital investments is critical to the financial health of a forensic laboratory; controlling those costs is vital to its survival.

This workshop will instruct participants on the basics of these three topics, how they affect the forensic organization, and how to answer the "three ugly questions" for their laboratory. The workshop will provide examples for the participants to work through but they are welcome to bring their own data to use in the workshop; data in the FORESIGHT format, using the Laboratory Reporting and Analysis Tool (LabRAT) would be helpful for consistency.



Emerging Drugs-Emerging Problems without Efficiency and Quality

Date: Monday PM, May 5, 2014
Instructor: Ashraf Mozayani, Ph.D.
Fee: \$95 lunch included

NOTE: This is a repeat workshop from Sunday.

Description: Forensic laboratory administrators are facing monumental challenges. The political drive to reduce spending is resulting in less funding for laboratories, while the demands of the clients are increasing. Advances in technology are enabling forensic scientists to perform more analyses and more thorough investigations with increased speed and accuracy, but at a significant price. Courts are demanding better results, with the added criteria that the results be in compliance with the NAS Report of 2009, Daubert or other high court decisions. Inevitably this means that laboratories must attain accreditation, validate analyses, maintain an active QA/QC program and perform uncertainty determinations on all results. The demand on administrators is to be able to meet the demands of the clients, purchase new instrumentation and hire and train more personnel with increasingly limited funding.

This presentation will be directed towards laboratory administrators who have a limited understanding of forensic toxicology and the problems facing the toxicology laboratory. Hundreds of new drugs are becoming available on the streets (e.g., synthetic cannabinoids) and laboratories are expected to be able to detect them. We will present a discussion of the fundamentals of forensic analysis, the instrumentation used and how the analytical needs of the laboratory may require changes in the approach to forensic toxicology. Steps that can make the laboratory more efficient and functional on a reduced budget will be discussed.



Implementation of Digital Evidence in an ASCLD/LAB Accredited Facility

Date: Monday PM, May 5, 2014
Instructor: Delia Heredia
Fee: \$95 lunch included

NOTE: This is a repeat workshop from Sunday.

Description: The need for Digital Evidence examinations has been increasing rapidly in forensic cases. The implementation of this discipline in an ASCLD/LAB accredited facility requires that the casework meet all the quality management system requirements of the facility. The California Department of Justice- Bureau of Forensic Services, Fresno Laboratory took on this task in 2011. This presentation will discuss how this task was approached including selecting the appropriate software for casework, validation and writing the technical procedures and training curriculum. The discussion will include any challenges along the way to successfully achieving accreditation as well as any current challenges encountered at present.



Latent Print Unit Management for the Non-Latent Print Examiner

Date: Monday PM, May 5, 2014
Instructor: Jon Byrd, MSFS
Fee: \$95 lunch included

Description: Management teams within crime laboratories are often faced with rapidly developing issues in their latent print units and are sometimes ill prepared to address them adequately due to their lack of practical experience in the field. This workshop is designed to equip the crime lab manager or quality manager with a general understanding of the best practices in the latent print community. It is also an opportunity to understand the current issues and challenges facing all of the impression evidence disciplines. Everything from selection and testing of applicants, training program requirements, proof of competency, productivity expectations, proficiency testing, conflict resolution, continuing educational needs, quality management methods and reporting will be included. Bring your worst scenarios to class and let's hash them out in a safe workshop environment.



Preventive Actions: A Risk Management Approach

Date: Monday (PM), May 5, 2014
Instructor: Chris Krug
Fee: \$95 lunch included

Description: The ISO/IEC 17025 standard specifies in section 4.12 that a laboratory must take proactive steps to identify potential sources of nonconformities. This can be a very challenging task for a laboratory as we are so often being reactive to discovered nonconformities, rather than thinking ahead to potential issues. This workshop will present how taking a risk management approach to your laboratory's operations can not only meet this requirement, but help your laboratory reduce the risk of nonconformities against your management system as well as other everyday business risks. Attendees will be presented with the basic theory as well as an outline of how risk management might be implemented in a laboratory. Practical exercises for each step will help attendees understand how the process might work.



Advocacy Workshop

Date: Monday PM, May 5, 2014

Instructor: Beth Lavach

Fee: \$95 lunch included

Description: Advocating for your laboratory with the Policy-makers: Join the CFSO for a hands on workshop to learn the ins and outs of how the federal government develops its budget and formulates policies that affect the crime lab community. The first hour-half will be a hands on session to work with you to determine what the issues are affecting your laboratory then schedule a meeting with the CFSO representative to develop an individualized package for your laboratory.

SYMPOSIUM BLOCK SCHEDULE

Key	Closed Meeting	Workshop: requires pre-registration	Time for refreshments
		Saturday, May 3rd	
	8:00 - 5:00	ASCLD/LAB Board Meeting	San Carlos
	8:00 - 5:00	ASCLD Board Meeting	Rio Verde
		Sunday, May 4th	
	8:00 - 5:00	ASCLD/LAB Board Meeting	San Carlos
	8:00 - 5:00	ASCLD Board Meeting	Rio Verde
	8:00 - 5:00	ASCLD Leadership Academy (Day 1)	Rattlers
	8:00 - 12:00	Workshop: How Can I Be Sure – Measurement Uncertainty Success Stories from the Trenches	Sedona
	8:00 - 12:00	Workshop: Human Factors for Improvement of Quality and Performance	Coronado
	12:00 – 1:00	Buffet Lunch (All Workshops)	Paradise Park
	1:00 – 5:00	Workshop: Implementation of Digital Evidence in an ASCLD/LAB Accredited Facility	Coronado
	1:00 – 5:00	Workshop: New Technologies and Solving Mixtures Genome-wide	Sedona
	1:00 – 5:00	Workshop: Toxicology Testing for the Non-Toxicologist-Maintaining Efficiency and Quality	Palomas
	5:00 – 7:00	FORESIGHT Meeting	Chambers
		Monday, May 5th	
	8:00 – 5:00	ISO TAG Meeting	Rio Verde
	8:00 – 5:00	ASCLD Leadership Academy (Day 2)	Rattlers
	8:00 – 5:00	Workshop: High Impact Hiring and Onboarding of New Forensic Scientists	Chambers
	8:00 – 12:00	Workshop: Three Ugly Questions You Need to Answer for Your Lab	Sedona
	8:00 – 12:00	Workshop: Toxicology Testing for the Non-Toxicologist-Maintaining Efficiency and Quality	Palomas
	12:00 – 1:00	Buffet Lunch (All Workshops)	Paradise Park
	1:00 – 5:00	Workshop: Implementation of Digital Evidence in an ASCLD/LAB Accredited Facility	Sedona
	1:00 – 5:00	Workshop: Latent Print Unit Management	Palomas

		for the Non-Latent Print Examiner	
	1:00 – 5:00	Workshop: Preventive Actions: A Risk Management Approach	San Carlos
	5:30 – 7:00	Welcome Reception & Visit the Vendors	Forum
		Tuesday, May 6th	
	7:00 - 8:25	Breakfast Buffet & Visit the Vendors	Forum
	8:25 - 8:30	OPENING REMARKS: President Jay Henry and President Elect Brady Mills	Grand Ballroom
	8:30 - 9:00	KEYNOTE: Chief Alan Rodbell Scottsdale Police Department	Grand Ballroom
	9:00 - 9:30	National Commission on Forensic Science Mr. Nelson Santos	Grand Ballroom
	9:30 – 10:00	Dispelling Myths Surrounding ISO/IEC 17020 Ms. Erin Henry	Grand Ballroom
	10:00 - 10:30	Morning Break & Visit the Vendors Refreshments sponsored by FLIR Systems Inc	Forum
	10:30 - 12:00	Is There an Ideal Forensic Science Delivery System? Mr. Barry Fisher, Mr. Doug Lucas, Dr. Jay Siegel, Mr. Dean Gialamas, Mr. John Collins, and Ms. Erica Gersowitz	Grand Ballroom
	12:00 - 1:30	Buffet Lunch & Visit the Vendors	Forum
	12:30 - 1:30	Technical Poster Session	Grand Ballroom Foyer
	1:30 - 3:30	Technology Block Moderators: Dr. George Herrin and Ms. Stephanie Stoiloff	Grand Ballroom
		Rapid DNA Instrument Assessment and FBI Concept for CODIS Integration Dr. Tom Callaghan	
		Results of an error rate study for firearms examination Dr. David Baldwin	
		The Arizona DPS Rapid DNA project Mr. Vince Figarelli	
		National Forensic Laboratory Information System: Major Components and their Status Dr. Kevin Strom	
	3:30 – 4:00	Afternoon Break & Visit the Vendors Refreshments sponsored by Ron Smith and Associates	Forum
	4:00 - 4:45	NIST Organization of Scientific Area Committees (OSAC): Launch and Timeline Mr. John Paul Jones II	Grand Ballroom
	4:45 – 5:30	Legislative Update Chan Park, Senior Counsel, U.S. Senator Patrick Leahy Stephen Tausend, Senior Counsel, U.S. Senator John Cornyn	Grand Ballroom
	7:00 – 9:00	A Night at the Zoo – JusticeTrax, Inc. cordially invites you to attend an evening of food and fun with some fellow party animals. Buses will depart from the Doubletree Resort at approximately 6:45 p.m. and will transport you to an offsite location for an evening to relax with drinks, food and fellowship. Dress is casual.	Off Site
		Wednesday, May 7th	
	7:00 - 8:00	Breakfast Buffet & Visit the Vendors	Forum
	8:00 – 8:30	NIJ Funding Update Mr. Gerald Laporte	Grand Ballroom
	8:30 – 9:00	Communicating with Our Clients: A New Approach to Lab Reports Mr. Dean Gialamas	Grand Ballroom
	9:00 - 9:30	Systems Approach to Reducing Artificial Backlogs Dr. Max Houck and Dr. Chris Maguire	Grand Ballroom
	9:30 - 10:00	Establishing a Lab Culture of Quality Dr. Emma Dutton	Grand Ballroom
	10:00 - 10:30	Morning Break & Visit the Vendors	Forum
	10:30 - 11:30	How Can a Customer Working Group Help a Lab Director	Grand Ballroom

		Ms. Kristine Hamann	
	11:30 – 12:00	Science and Forensics Mr. Garth Glassburg	Grand Ballroom
	12:00 – 1:00	Buffet Lunch & Visit the Vendors	Forum
	1:00 – 1:45	Visit the Vendors	Forum
	1:45 – 2:00	An Overview of the Mass Fatality Investigation (Train Derailment) Mr. Pascal Mireault	Grand Ballroom
	2:00 – 3:00	Effective Root Cause Analysis: Why Blaming the Individual Misses the Point Dr. Emma K Dutton	Grand Ballroom
	3:00 – 3:30	Afternoon Break & Visit the Vendors Refreshments sponsored by Ron Smith and Associates	Forum
	3:30 – 5:00	ASCLD/LAB Delegate Assembly	Grand Ballroom
	5:00 – 5:30	Reception for Ralph "Bud" Keaton	Grand Ballroom
	8:30 – 11:00	President-Elect's Reception	Presidential Suite
		Thursday, May 8th	
	7:00 - 8:00	Breakfast Buffet	Grand Ballroom Foyer
	8:00 – 10:00	ASCLD Business Meeting	Grand Ballroom
	10:00-10:30	Morning Break	Grand Ballroom Foyer
	10:30-12:30	ASCLD Business Meeting and Advocacy presentation	Grand Ballroom
	12:30 – 2:00	Awards Luncheon	Forum
	2:00 – 2:30	What Kind of Non- DNA Training do We Give to Our DNA Technical Leaders Mr. John Paul Jones II	Grand Ballroom
	2:30 – 3:00	Small Lab Challenges Big Lab Solutions Ms. Kris Cano	Grand Ballroom
	3:00 – 3:30	Application of Lean Six Sigma Principles Mr. John Byrd	Grand Ballroom
	3:30 – 4:00	ASCLD/LAB Top 10 Non-conformances: 2014 Dr. Emma K. Dutton	Grand Ballroom
		See you in Washington D. C. 2015!!	

2014 CANDIDATES FOR THE ASCLD BOARD

The American Society of Crime Laboratory Directors is pleased to present the following nominees to our membership for a vote to fill 3 vacant seats on our Board of Directors.

The following is list of our nominees presented in alphabetical order. More detailed information will follow this page.



Cecilia M. Doyle
Illinois State Police

Max M. Houck
Consolidated Forensic Laboratory, Washington, D.C.

Deborah A. Leben
United States Secret Service

Andrea R. Swiech
Oklahoma State Bureau of Investigation

Bruce K. Tackett
Pennsylvania State Police, Bureau of Forensic Services

Ray Wickenheiser
New York State Police Crime Lab System

Cecilia M. Doyle

Illinois State Police

Education:

Masters of Science in Molecular Biology – Northeastern Illinois University

Bachelor of Science in Biology – DePaul University

Employment Experience:

Biology/DNA Section Chief (2005 – present)

Illinois State Police, Forensic Science Center at Chicago

Laboratory Director (2002 – 2005)

Illinois State Police, Rockford Forensic Science Laboratory

Biology/DNA Group Supervisor (1996 – 2001)

Illinois State Police, Forensic Science Center at Chicago

Serology/DNA Criminalist II (1991 – 1996)

Chicago Police Department Crime Laboratory



Prior ASCLD experience (previous Board member, committee member, meeting volunteer, etc.):

- 2002 – ASCLD member
- 2003 – Candidate for ASCLD/LAB
- 2005 – 2006 – Presenter for the ASCLD Mentoring Workshops
- 2011 – Member of Training and Education Committee
- 2011 – Member of Membership Committee and Nominating Committee
- 2014 – Member of Symposium Planning Committee

If elected, I am interested in working on the following ASCLD issues/committees: I am interested in working on the Membership Committee to continue with ASCLD's efforts to increase recruitment of laboratory managers. The goal of ASCLD and the future of forensics is dependent on recruiting new members and building strong management systems. In recent years, the organization has been successful in attracting members from different realms (e.g., academia, etc) which broaden our perspective on forensic issues. Ensuring we maintain focus on our core mission to support crime laboratory management with knowledgeable leadership is critical. I also have a strong interest in promoting laboratory accreditation and ensuring crime laboratory managers and their chain of command fully understand how accreditation benefits us all. In addition, I am interested in assisting the organization with continuing education of our federal legislators regarding the critical need for significant and sustained congressional support for ALL forensic disciplines.

As a member of the Board, you may be asked to represent ASCLD at speaking engagements or develop written statements on behalf of the Board. How would you describe your ability to communicate ideas verbally and in writing? As a senior manager in one of the highest volume laboratories in the country, I am often called upon to present information to a multitude of audiences, both formally and informally and in written and verbal formats. Throughout my forensic career in the Chicago and northern Illinois area, I have been interviewed by print news media, addressed televised press conferences, participated in live and recorded local radio programs, and appeared on local cable news shows to discuss forensic science topics. I am an effective communicator, able to translate the most complex issues into understandable, relatable concepts tailored to my target audience. I am confident I will be able to effectively represent ASCLD in this regard.

How committed are you to serving on the ASCLD board? What skills will you bring to the table? I pledge to be an active member for my entire term on the ASCLD board. Over the last 12 years of my ASCLD membership, I have demonstrated a commitment to furthering the goals of this organization and look forward to the opportunity to help guide its future direction. I understand the responsibility and the time commitment required of board members and I have the full support of the Illinois State Police for my commitment to goals of the ASCLD organization. I've been acknowledged by my peers and chain of command as being a diligent and dedicated worker. Among my strongest skills are the ability to break down complex issues, establish reasonable goals, develop effective strategies and lead them to completion. I will apply these skills to ASCLD's initiatives and help continue our strong support of crime laboratories.

What role should ASCLD play in developing a strong future for forensic science laboratories? The American Society of Crime Laboratory Directors is known for its history of advocating the need for best practices, high standards of quality and ethics, and for the promotion of forward thinking. We, as an organization, need to continue in a leadership role by welcoming new opportunities to provide education, find funding and support crime laboratory management into the future.

Additional Information: I've been in forensic science for 23 years, spending the first 5 years with the Chicago Police Department Crime Lab, as a DNA analyst. The last 18 years have been with the Illinois State Police, working as a Biology/DNA supervisor, Laboratory Director and currently as a Section Chief.

As director of the Rockford Forensic Science Laboratory, I was responsible for a staff of 23 and five (5) forensic disciplines. As Biology/DNA Section Chief at the Forensic Science Center at Chicago, I am responsible for a staff of 52, including 38 forensic scientists, in a high volume laboratory receiving evidence from a large city law enforcement agency and approximately 200 suburban law enforcement agencies.

Additional accomplishments:

- Statewide Command DNA Outsourcing Coordinator for the outsourcing program that resulted from legislation regarding untested sexual assault cases. A total of 3,513 cases were outsourced. We were able to complete this program more than one year ahead of the schedule in the original plan.
- Oversight of the validation and implementation of automation of DNA analysis.
- Oversight and implementation of a sample tracking program.

Max M. Houck

Consolidated Forensic Laboratory

Education:

BS, Anthropology, Michigan State University, 1984
MA, Anthropology, Michigan State University, 1988
Ph.D., Applied Chemistry, Curtin University, Australia, 2010

Employment Experience:

Director

Department of Forensic Sciences
District of Columbia
Consolidated Forensic Laboratories

Principal Analyst, Forensic Enterprise Division, 2011 (April)--2012 (April), Analytic Services, Inc. (ANSER), Arlington, VA

Director, Forensic Science Initiative (Research);
Forensic Business Research and Development (Business and Economics),
2001–2011 (April), West Virginia University,
Morgantown, WV

Physical Scientist, Trace Evidence Unit, Laboratory Division, 1994–
2001, Federal Bureau of Investigation, Washington, D.C.

Criminalist II, 1992-1994, Tarrant County Medical Examiner, Fort Worth, TX

Applications Specialist, 1988-1992, Oxford Instruments, Inc., Madison, WI

Electron Microscopy Technician, 1987-1988, Michigan State University, East Lansing, MI

Archaeologist and Research Assistant, 1982-1986, Michigan State University, East Lansing, MI

Prior ASCLD experience (previous Board member, committee member, meeting volunteer, etc.):

Sponsor of three ASCLD meetings, numerous Board meetings, and workshop sessions, 2001-2011



ASCLD Training and Education Committee (2011-present)

If elected, I am interested in working on the following ASCLD issues/committees:

- Meeting planning and content
- Improving business practices of laboratories to improve the profession and its services to stakeholders
- Advocacy for support of forensic laboratories and the profession
- Strengthening ASCLD's role in advocacy, media, and the vision for our discipline and profession

As a member of the Board, you may be asked to represent ASCLD at speaking engagements or develop written statements on behalf of the Board. How would you describe your ability to communicate ideas verbally and in writing?

I am very comfortable with communicating in oral and written formats. I speak routinely about forensic science issues to the general public and interested parties. I have given hundreds of presentations at professional conferences and to committees on forensic science, business practices of forensic laboratories, education in forensic science, and my research. I have also taught dozens of short courses in forensic science, trace evidence, leadership, expert testimony, grants, and visualization of data. I have dozens of published articles and numerous books.

How committed are you to serving on the ASCLD board? What skills will you bring to the table?

If I were not committed, I would not have applied. I bring a range of forensic laboratory experience (local, municipal, federal), solid management experience of projects and operations, deep academic research capabilities, and a strong vision of what the forensic enterprise should be and become.

What role should ASCLD play in developing a strong future for forensic science laboratories?

ASCLD's role should be as the premier source of information about how forensic laboratories and service providers operate internally, the external pressures they face, and how to balance those two to provide quality service in a useful timeframe. Media, stakeholders, and other professions should look to ASCLD for information, commentary, and key talking points about forensic science laboratories.

Deborah A. Leben

United States Secret Service

Education:

MS, Technology Management
George Mason University, Fairfax, VA 22030

Master of Forensic Science
The George Washington University

BA, John Carroll University, University Heights, OH;
University of Akron, Akron, OH 44118

Employment Experience:

Laboratory Director. January 2008– present
United States Secret Service, Forensic Services Division
950 H Street, NW, Washington, DC 20223



Operational Oversight: Serve a staff of 45 laboratory professional, technical, and administrative personnel; 7 forensic contractors; and 25 student interns, supporting over 160 field offices. Manage and provide oversight on a variety of specialized scientific examinations, forensic technologies, and evidence-related matters. Manage administrative and human capital initiatives. Partner with stakeholders in policy development, and long-term, strategic planning efforts regarding research programs, operations, technology modernization, manpower, and funding.

Program Management: Oversee 5 programs in coordination with 6 organizational directorates and 18 divisions/branches. Programs include biometrics, laboratory accreditation, information technology solutions, environmental safety, strategic planning, workforce diversity, laboratory safety and security programs, and scientific services. Develop and manage business continuity and disaster recovery plans for information system and plan and execute a multi-million dollar operational budget.

Branch Chief – Forensic Automation

October 2007 – January 2008
United States Secret Service, Forensic Services Division
950 H Street, NW, Washington, DC 20223

Direct oversight of 2 major enterprise technology programs, manage and execute a multi-million dollar operational budget. Technically and administratively review forensic examinations conducted in fingerprint identification and questioned document examination.

Fingerprint Specialist

November 1991–October 2007

United States Secret Service, Forensic Services Division
950 H Street, NW, Washington, DC 20223

If elected, I am interested in working on the following ASCLD issues/committees:

I do have an interest in research; however, I am interested in working on any of the committees that need the most support. My objective is to serve in the area that has the greatest need.

As a member of the Board, you may be asked to represent ASCLD at speaking engagements or develop written statements on behalf of the Board. How would you describe your ability to communicate ideas verbally and in writing?

I have experience in speaking / teaching opportunities. I have served in 13 elected and 14 appointed positions and have provided over 75 lectures and workshops to promote partnerships, collaboration and support towards professional certification. The positions I have served in are as follows:

International Association for Identification

- Chairman of the Board of Directors
- President
- 1st through 4th Vice Presidential positions
- Board of Directors and committee appointments
- Standardization II Committee
- Chair-Committee to respond to the NAS Report
- Representative-National Law Enforcement Technology Committee
- Committee to Define an Extended Fingerprint Feature Set
- Editorial Review Board
- Chair-Twins Research Committee
- General and Innovative Techniques Committee

Chesapeake Bay Division of the International Association for Identification

- Chairman of the Board of Directors
- President
- 1st through 3rd Vice Presidential positions
- Board of Directors and Editor

Department of Homeland Security

- Member-Biometric Coordination Group

Toastmasters International:

- Area Governor: Division D
- Lieutenant Governor of Education, Division D
- High Performance Leadership
- Vice President of Education
- Vice President of Public Relations

How committed are you to serving on the ASCLD board? What skills will you bring to the table?

I am committed to serving as a Board of Director in support of the ASCLD membership and have a history of serving on committees and leadership positions in various organizations since 1993. I believe my experience and commitment to the forensic science community has broadened my perspective and awareness on the critical needs of a crime laboratory and the ongoing challenges practitioners experience in their daily work.

What role should ASCLD play in developing a strong future for forensic science laboratories?

The role ASCLD should have in developing a strong future for forensic science laboratories is to serve as a role model for developing and implementing best practices for crime laboratory operations, strengthening leadership management programs to cultivate emerging leaders, expand forensic capabilities through shared services, and partner with members and external organizations to expand the capacity, forensic technologies and the institutional knowledge across a national and international laboratory network.

Andrea R. Swiech

Oklahoma State Bureau of Investigation

Education:

MBA, Cameron University
BS, Forensic Science, University of Central Oklahoma
BS, Biology, University of Central Oklahoma

Employment Experience:

Oklahoma State Bureau of Investigation:

Division Director of Criminalistics
Oct. 2009 – Present

Assistant Division Director, Crim.
Dec. 2005 – Sept. 2009

Supervisor, SW Regional Laboratory
Aug. 2002 – Nov. 2005

Criminalist, Forensic Biology
Aug. 1998 – July 2002



In my current position, I am responsible for the following activities:

- directing the daily operations of the OSBI's state-wide laboratory system which includes five laboratory facilities strategically located throughout Oklahoma;
- evaluating and reacting to issues involving forensic science in Oklahoma;
- proposing, drafting and promoting legislation related to forensic science;
- interacting with legislators at the state and federal level;
- directly supervising Administrative Staff members who oversee the work of approximately 90 employees;
- supporting the Research Committee that I initiated within the Division; and
- serving as Chairperson for Oklahoma's Forensic Improvement Task Force and as a member of the Bureau's Quality Improvement Committee, Oklahoma's Justice Commission and various other task forces inside and outside of the OSBI.

Prior ASCLD experience (previous Board member, committee member, meeting volunteer, etc.):

I am a certified ASCLD/LAB Assessor. I have participated in assessments for the Legacy and *International* programs. I have not yet served as an ASCLD Board or committee member, but I welcome the opportunity.

If elected, I am interested in working on the following ASCLD issues/committees:

I would greatly appreciate working on any committee in which my experience, skills and/or connections could most benefit ASCLD. If given my preference, I believe I would most enjoy participating in the Advocacy Committee; however, I am also interested in serving on either the Training and Education Committee or the Research Committee.

As a member of the Board, you may be asked to represent ASCLD at speaking engagements or develop written statements on behalf of the Board. How would you describe your ability to communicate ideas verbally and in writing?

In my current role, I regularly communicate, both in writing and verbally, with individuals from all walks of life. As Chair of our Victim's Support Program, I interact directly with victims and family members. To be effective in these communications, I must convey compassion and understanding while also being able to explain complex scientific issues in a manner that non-scientists understand. The majority of interactions with this group are verbal. I have been successful at easing tense situations and calming concerns of victims who have been treated coldly by others in the criminal justice system.

As the Lab Director, I create written documents for outside entities on an almost daily basis. I draft language for legislation, news articles, responses to professional organizations and various other formal requests. I am extremely comfortable communicating in writing and am able to direct my writing to the layperson, the scientific professional, and everyone in between.

Additionally, I present information to legislative committees in both the House and Senate at the State level to encourage or discourage support of bills that directly impact forensic science in Oklahoma. I also visit personally with Oklahoma's delegates in Washington D.C. to inform them of important forensic issues when necessary.

How committed are you to serving on the ASCLD board? What skills will you bring to the table?

I am the type of person who commits 100% to whatever responsibility I accept. While I am familiar with the mission of ASCLD and the benefits it provides to the forensic science community, I realize that my understanding comes only from an outsider's view. If selected to serve on the ASCLD Board, I vow to dedicate myself to learning everything I can about the inner-workings of ASCLD, its Committees, members, and customers so that I can do my part to help ASCLD continue to positively influence the professionals and the field.

I am passionate about forensics! Whether I am selected or not, I offer to ASCLD my enthusiasm, creative thinking, willingness to do more than is expected, and broad knowledge of many disciplines to serve the organization in any capacity I am needed.

What role should ASCLD play in developing a strong future for forensic science laboratories?

ASCLD should continue to play a major role in shaping the future for forensic laboratories and professionals. With more national attention being focused on the field of forensics today than at any other time in history, it is critical that ASCLD builds and strengthens relationships with key people and organizations that will shape the future of our field. It should be our goal to be the voice that directs the actions of these groups where forensics is involved.

To accomplish this, we must:

- inform members of the government so that laws which are enacted are appropriate and sound for our laboratories and personnel;
- encourage greater involvement from members to influence positive change;
- educate members of the criminal justice system about the capabilities of our profession;
- partner with universities to develop educational programs that assist laboratory directors in expanding their leadership and management skills;
- collaborate with universities to expand research in the field; and
- support each other as we maneuver the challenges of managing in one of the most rewarding, yet demanding, careers anyone could be fortunate enough to have.

Bruce K. Tackett

Pennsylvania State Police

Education:

BA, Chemistry and Criminology
Indiana University of Pennsylvania

MS, Forensic Chemistry
University of Pittsburgh

Employment Experience:

2005 to Present
Forensic Laboratory Manager
Pennsylvania State Police
Bureau of Forensic Services
Erie Regional Laboratory

2003 to 2005
Forensic Scientist Supervisor
Pennsylvania State Police
Erie Regional Laboratory
Serology Section

1984 to 2003
Forensic Scientist 2
Pennsylvania State Police
Erie Regional Laboratory
Drug Analysis,
Clandestine Lab Response Team,
Trace Evidence Analysis, Serology Analysis

1982 to 1984
Analytical Chemist
Commonwealth of Virginia
Bureau of Forensic Sciences
Richmond Laboratory
Drug Analysis

Prior ASCLD experience (previous Board member, committee member, meeting volunteer, etc.): No previous ASCLD service.

Member of the American Academy of Forensic Sciences

Member of the American Chemical Society

Member of the Mid-Atlantic Association of Forensic Scientists

Member of the American Society of Crime Laboratory Directors



If elected, I am interested in working on the following ASCLD issues/committees:

I am willing to work wherever needed. In particular, I am interested in fostering professional development of the personnel who are performing the analytical work in our laboratories.

As a member of the Board, you may be asked to represent ASCLD at speaking engagements or develop written statements on behalf of the Board. How would you describe your ability to communicate ideas verbally and in writing?

I am comfortable speaking in public. I have experience in addressing various audiences from college classes to law enforcement and medical personnel. I have testified numerous times in criminal and civil courts. I can present prepared comments in a clear and unambiguous manner and I welcome a question and answer format of discussion. My written communication tends to be concise and straight forward. I have found that most individuals do not want to wade through a lot of verbiage.

How committed are you to serving on the ASCLD board? What skills will you bring to the table?

I am very committed to serving on the ASCLD board. I have six years in college and over thirty years working in the field of Forensic Science. I have worked in many different forensic disciplines during my career and have seen a lot of changes. Most of the changes have been good. I want to be a part of the continuing change in our field, to be a voice for the people who are doing the work in our labs. I want to give back to the field that has been so good to me over the years.

What role should ASCLD play in developing a strong future for forensic science laboratories?

ASCLD needs to be at the forefront in the changes that are occurring in the Forensic Sciences. We need to be an advocate for the analysts and examiners working in all of our labs. Changes to strengthen the field of Forensic Science are needed; however we must be involved with determining the impact, feasibility, and value of these changes. ASCLD needs to ensure that all analyses and examinations are based on good scientific practices and that we all remain accountable for the work that is produced.

Ray Wickenheiser

New York State Police Crime Lab System

Education:

MBA, B.Sc, Hons.

Employment Experience:

Director of New York State Police Crime Lab System
Albany, New York
2013 to present

Lead DNA Auditor and ISO Auditor
2000 - present

Director of Montgomery County Police Crime Lab
Gaithersburg, MD
2008-2013

Adjunct Professor
Montgomery College
MD
2011-2012

Forensic Consultant
Dallas, TX
2006-2008

Director of Operations
Orchid Cellmark
Dallas, TX
2006

Director of Acadiana Crime Lab
New Iberia, LA
2000-2005

Forensic Scientist and Reporting Officer
Royal Canadian Mounted Police
Forensic Lab
Regina, SK, Canada,
1983-2000

Prior ASCLD experience (previous Board member, committee member, meeting volunteer, etc.): Prior ASCLD experience includes presenting various papers/presentations to ASCLD and



sitting on panel discussions regarding use of CODIS and sample review requirements. Presentations include the following:

The Forensic Fire-Station; Accurately Forecasting Demand for Forensics, American Society of Crime Lab Directors 38th Annual Workshop and Symposium, Baltimore, MD, September 14-15, 2010.

The Cost Benefit of Process Optimization, American Society of Crime Lab Directors 36th Annual Workshop and Symposium, Salt Lake City, UT, September 16-18, 2008.

Using the Business Case to Sell Forensic Science, Presented at the American Society of Crime Laboratory Directors (ASCLD) 32nd Annual Workshop and Symposium, San Diego, California, November 9-11, 2004.

If elected, I am interested in working on the following ASCLD issues/committees:

I am interesting in all aspects of ASCLD and will serve on any committee where I am needed. My most immediate interest is in the increasing efficiency of labs, eliminating backlogs and attaining sufficient resources and funding.

As a member of the Board, you may be asked to represent ASCLD at speaking engagements or develop written statements on behalf of the Board. How would you describe your ability to communicate ideas verbally and in writing?

With my experience in giving numerous presentations, court testimony, training and lecturing, I have developed a high ability to communicate ideas both verbally and in writing. I have also authored numerous articles, including most recently a chapter in the Encyclopedia of Forensic Science on Crime Lab Efficiency (2013).

How committed are you to serving on the ASCLD board? What skills will you bring to the table? I am fully committed to serving on the ASCLD board and have been interested in some time, however due to family and work conflicts have been unable to make the necessary commitment. I am now in a position to apply the necessary time and energy needed to fully serve the demands of the position.

I bring a broad experience of a multi-discipline forensic scientist, with expertise in Serology and DNA; Hair, Fiber and Trace Evidence and Crime Scene. As an ISO Auditor and Lead DNA Auditor with 14 years of auditing experience I bring a wealth of hands on capability. As lab director of several labs, two of which I also was Quality Manager, I know well the challenges and opportunities of small and lab crime labs alike. I feel my balance of practical experience in multiple forensic disciplines, QA management and different jurisdictions in both small and large labs would bring a wide perspective to assist ASCLD and its membership.

What role should ASCLD play in developing a strong future for forensic science laboratories?

ASCLD must be a leader and focal point to represent the views of its member forensic laboratories and their leadership to government, elected representatives, educators and policy makers to ensure forensic science is protected and developed. We represent the voice of objective evidence supporting victims and the wrongfully accused. That voice must be heard.

2014 CANDIDATES FOR THE ASCLD/LAB BOARD

The ASCLD/LAB Nominating Committee is pleased to present the following list of candidates for the Board positions that will be filled at the ASCLD/LAB annual meeting on May 7, 2014 in Scottsdale, Arizona. Following the list of named candidates are their responses to questions ASCLD/LAB asked them to consider in their application for the ASCLD/LAB Board.

The seven candidates for the three Regular Member positions to be filled are:

Kathleen Corrado

Onondaga County Center for Forensic Sciences

Rhesa G. Gilliland

U.S. Postal Service Forensic Laboratory Services

Erin Henry

Oklahoma State Bureau of Investigation

Roger Kahn

Harris County Institute of Forensic Sciences

Catherine Knutson

Minnesota Bureau of Criminal Apprehension Forensic Science Services

Terry McAdam

Washington State Patrol Crime Laboratory

Anne Nord

Idaho State Police

The two candidates for the Criminal Justice Member position to be filled are:

J. Michael Chamberlain

California Department of Justice

Ted R. Hunt

Jackson County, Missouri (Kansas City) Prosecutor's Office

KATHLEEN CORRADO

Onondaga County
Center for Forensic Sciences
100 Elizabeth Blackwell St.
Syracuse, NY 13210

Education:

B.S. in Biology, University of Connecticut
Ph.D. in Biology, University of Michigan

Employment Experience:

1996-1999 Criminalist-Serology/DNA; Texas Department of Public Safety, Austin TX
1999-2000 Director of Forensic Biology/DNA; Onondaga County CFS, Syracuse NY
2000-2014 Director of Laboratories; Onondaga County CFS, Syracuse NY



Prior ASCLD or ASCLD/LAB experience (previous Board member, assessor/inspector experience, committee member, meeting volunteer, etc.):

I completed the ASCLD/LAB assessor training course in 2002 and 2007 and have served as an assessor since 2003.

In your opinion, what are the two most important initiatives/issues that ASCLD/LAB should place resources into in the coming year and why?

Issue #1: ASCLD/LAB should ensure that its accreditation program has the necessary infrastructure in place to grow and meet the new demand for services.

With the creation of the National Forensic Science Commission, the practice of forensic science is at a critical juncture due to the anticipated changes in accreditation standards, reporting, and the call for an increase in statistical analyses. Currently there are approximately 450 accredited laboratories operating in the U.S. and an unknown number of non-accredited forensic laboratories. It is clear that the national push for mandatory accreditation of forensic laboratories is moving forward at a quick pace. I believe one of the top priorities for ASCLD/LAB should be to ensure that it has the infrastructure in place to meet the anticipated increase in demand for accreditation services. In particular, ASCLD/LAB needs to determine what changes need to be made to ensure enough capacity exists to train new assessors, to provide consultation and gap analysis services, and finally, to be able to offer timely assessments for entities newly entering the accreditation process.

In order to assess the full impact of necessary resources, it first needs to be determined how many non-accredited entities are currently providing forensic services. ASCLD/LAB should then review and determine which entities/disciplines could be expected to be accredited and consider increasing the scope of accreditation services to bring these entities under the accreditation umbrella. In particular, there are a large number of entities performing latent print analysis that are not accredited. Allowing these entities to continue to function in a non-accredited environment creates a wide gap in

the path toward strengthening the current practice of forensic science. ASCLD/LAB should determine what resources would be necessary to be able to accommodate accreditation of single latent print or crime scene units and if this can be accomplished without compromising the resources and abilities of the current accreditation program. Consideration should also be given to determining the most applicable standard that should be used to accredit these entities including ISO 17025, ISO 17020 or an alternative standard and also if ASCLD/LAB would be capable of expanding its current scope of accreditation to meet this challenge.

ASCLD/LAB will play a key role in advising the National Forensic Science Commission (NFSC) as well as the NIST-associated Forensic Science Standards Board (FSSB) on the strengths and weaknesses of current accepted practices and standards. ASCLD/LAB needs to have a clear position as to which disciplines and which entities should be accredited and must have a plan in place to ensure that it is capable of meeting the requests for accreditation in a competitive environment.

Issue 2: ASCLD/LAB should provide further clarification and guidance regarding measurement uncertainty, measurement traceability, and measurement assurance.

The current ASCLD/LAB policies regarding measurement uncertainty and traceability are complex and would benefit immensely from additional clarification. Within the community there appears to be a lack of complete understanding of the obligations of the laboratories and of what is considered acceptable practice as it relates to these requirements. To address this issue, I feel ASCLD/LAB should focus resources on providing more guidance as to how laboratories can best calculate uncertainty of measurement, on which specific processes require measurement traceability, and what is required to meet the obligations of an appropriate measurement assurance program.

One of the things we are doing in New York State to get in front of this issue is to try to create a best practice guide for measurement uncertainty and traceability that all of the labs within the state can utilize. By sharing our collective knowledge and getting input from a measurement uncertainty consultant we hope to utilize a “train the trainer” approach to allow us to collaboratively devise a best practice guideline and to assist each other in determining if we are in proper compliance. It would be beneficial to all accredited laboratories if ASCLD/LAB could provide a similar approach and offer specific training with examples from laboratories that have successfully met the requirements and have identified alternative and possibly less costly options that still satisfy their obligations. ASCLD/LAB should consider utilizing a web-based training format similar to the one currently being offered by ASCLD/LAB for their management academy to provide this training. This type of platform would be a great way to reach as many laboratories as possible without the travel costs or productivity loss of laboratories sending staff to external training.

Additional Information: *(Include any additional information that voters should consider when making their decision)*

My background and training is in the field of Forensic Biology/DNA. I continue to serve as DNA technical leader for the Center for Forensic Sciences Laboratories. I have been Director of Laboratories of the Onondaga County Center for Forensic Sciences since July of 2000. Our laboratory has been ASCLD/LAB accredited since 2001 and was first accredited by the ASCLD/LAB-International program in 2008.

While our laboratory currently provides services in five disciplines, throughout my tenure, I have been responsible for the overall oversight of eight disciplines including Controlled Substances, Latent Prints, Firearms, Digital Evidence, Forensic Biology/DNA, Trace Evidence, Questioned Documents, and Toxicology. This has provided me with a broad understanding and appreciation of the challenges and issues facing various disciplines.

In addition to my duties as Director of Laboratories, I also have served the forensic science community in a number of ways including serving as chair of the New York State Crime Laboratory Advisory Committee for three terms, as a member of the forensic science subcommittee of the New York State Justice Task Force, and as an appointed member of the New York State Commission on Forensic Science.

I have a healthy respect and commitment to the accreditation process and believe that it is an essential first step toward increasing the quality of forensic laboratories. I would consider it a privilege to be selected and look forward to the opportunity to give back to the forensic community by serving on the ASCLD/LAB Board of Directors.

RHESA G. GILLILAND

U.S. Postal Service
Forensic Laboratory Services
22433 Randolph Drive
Dulles, VA 20104



Education:

Master of Science in Forensic Science, University of New Haven, CT
Bachelor of Science in Chemistry, Nebraska Wesleyan University,
Lincoln, NE

Employment Experience:

I have been with the United States Postal Inspection Service (USPIS) since October 2012. I am one of four Assistant Laboratory Directors within the USPIS Forensic Laboratory Services (FLS). I am responsible for the Digital Evidence Unit. One of my main responsibilities is to prepare the unit for ISO/IEC 17025 accreditation. I supervise 2 direct reports who in turn supervise 21 forensic computer analysts. The analysts are located throughout the continental United States in 18 locations. Prior to working for USPIS FLS, I worked for the Drug Enforcement Administration in its Northeast Regional Laboratory. I was hired in 1988 as a forensic chemist after completing my master's degree in forensic science. As a forensic chemist, I analyzed and completed over 700 exhibits and testified as an expert witness in federal, state, and local courts in several jurisdictions in the states of NY, NJ, MA, RI, CT, FL, AZ, CA, VA, and DC. I became a supervisory chemist at the Northeast Regional Laboratory in 1991. I supervised all of the administrative areas of the laboratory including evidence, personnel, property, and fiscal management. I transferred in 1992 to the Washington DC area where I became a supervisor of a forensic chemist group. I supervised between 8-10 chemists until I was transferred to DEA Headquarters in 1997. I spent a total of 9 years in Headquarters in various positions, from program manager to Section Chief to Associate Deputy Assistant Administrator. In the last position I supervised four laboratory directors including the Digital Evidence Laboratory. In 2006, I took over for the retiring laboratory director of the Digital Evidence Laboratory and, while in that capacity, supervised a staff of 45 computer forensic examiners and various support staff.

Prior ASCLD or ASCLD/LAB experience (previous Board member, assessor/inspector experience, committee member, meeting volunteer, etc.):

I became interested in the International Program when the DEA pursued being accredited under 17025. We were the first forensic laboratory system to be accredited by ASCLD/LAB under the International Program. I was the supervisor of four of the laboratories when they were initially assessed and I was tasked with handling several of the corrective actions. I am a certified assessor in the International Program and I have participated in the assessments of the Rocky Mountain Regional Computer Forensic Laboratory (Salt Lake City, UT) and the San Diego Regional Computer Forensic Laboratory. I have encouraged several individuals under my supervision to become assessors. Four became certified assessors in the ISO program.

In your opinion, what are the two most important initiatives/issues that ASCLD/LAB should place resources into in the coming year and why?

1) Staffing - the international program continues to grow. Additional staff assessors and the handling of the incoming requests must be given high priority. I talked with a few individuals at the recent AAFS meeting and they were frustrated at how long it was taking from the time of submission of the application to the assessment report being issued. The growth of ASCLD/LAB needs to maintain pace with the number of laboratories requesting accreditation. I also think it is extremely important to use the best lead and technical assessors possible. All of the technical assessors are volunteers, but not everyone has the right type of personality to interact with customers. It takes someone with proper communication skills. This is critical for the lead assessor. This person must ensure the assessment goes smoothly and with minimal turmoil. As new assessors are recruited, care must be given to select the “right” person to represent ASCLD/LAB.

2) Training – I think that having the assessors trained to interface with customers is critical. All of the technical assessors should receive interpersonal communications training as well as refreshers on the standards. The volunteer assessors must be continually reminded that they are to use their forensic knowledge within the ISO/IEC standards and the supplemental requirements of ASCLD/LAB and not to force their laboratories policy and practices on the laboratory being assessed. Lead Assessors must ensure that the assessments go smoothly and with the utmost professionalism. The training for the lead assessors should focus on leadership and teamwork. Continual training is critical considering that the number of assessors will probably increase as well as many of the senior staff assessors will be retiring.

Additional Information: *(Include any additional information that voters should consider when making their decision)*

I fully believe in ASCLD/LAB’s mission and its goals. I have been an advocate for the International Program since its inception. I have unofficially helped over eight laboratories prepare for their accreditation in the Digital Evidence arena. I believe that my experience as a forensic chemist provided me a solid foundation in forensic science and my seventeen years of experience in the digital evidence discipline will be an asset to the ASCLD/LAB Board. I truly hope that I am given the opportunity to participate in the future of ASCLD/LAB by becoming a board member. I have talked with several previous board members and I am fully aware of the time commitment and I am ready and willing to serve. Patricia Manzolillo, Laboratory Director, USPIS FLS, has designated me as the laboratory’s delegate. The letter of designation is included in this application package. She is agreeable to my serving on the ASCLD/LAB board. I will be attending the 2014 Delegate Assembly. Thank you for the opportunity to hopefully become a board member.

ERIN HENRY

Oklahoma State Bureau of Investigation (OSBI)
800 East Second Street
Edmond, OK 73034

Education:

B.S. in Microbiology – University of Oklahoma

Employment Experience:

Criminalistics Administrator/Quality Assurance Manager
Oklahoma State Bureau of Investigation
February 13, 2006 – present

State CODIS Administrator/Criminalist Supervisor
Oklahoma State Bureau of Investigation, CODIS Unit
September 1, 2003 – February 12, 2006

CODIS Manager/Criminalist/State CODIS Administrator
Oklahoma State Bureau of Investigation, Biology Unit
November 26, 2001 – August 31, 2003

Criminalist
Oklahoma State Bureau of Investigation, Biology Unit
April 7, 1999 – November 26, 2001

Laboratory Technician
Oklahoma State Bureau of Investigation, Toxicology and DNA Units
August 1997 – April 6, 1999

Prior ASCLD or ASCLD/LAB experience (previous Board member, assessor/inspector experience, committee member, meeting volunteer, etc.):

ASCLD/LAB Board Member March 2013 to present

ASCLD/LAB qualified inspector (*Legacy* and *International*) – I have served as a technical assessor on one *Legacy* inspection and one *International* assessment. I have also assisted with three surveillance visits of laboratory systems by conducting the surveillance visit of some of the regional labs.

In your opinion, what are the two most important initiatives/issues that ASCLD/LAB should place resources into in the coming year and why?

I believe that ASCLD/LAB's purpose is to continually improve the quality of forensic science through their accreditation programs. Given the changing climate in forensic science since the NAS report in 2009, I believe there are two main areas where ASCLD/LAB should focus resources in order to continue supporting improvements in forensic science.



First, ASCLD/LAB should invest resources to provide input and feedback to the federal oversight groups, the National Commission on Forensic Science (NCFS) and the NIST led Organization of Scientific Area Committees (OSAC). Both the NCFS and OSAC will significantly impact the way forensic science analysis is performed in the United States. ASCLD/LAB has decades of experience observing how well designed standards/policies improve the quality and reliability of results and how poorly designed standards/policies achieve nothing more than making backlogs worse. ASCLD/LAB needs to ensure that their experience and the lessons learned by many laboratories over the years are considered by the NCFS and OSAC to the greatest extent possible. ASCLD/LAB needs to invest resources in developing strong, collaborative relationships with the members and leaders of the NCFS and OSAC in order to ensure their voice is not only heard but listened to as policies, guidelines, and standards are debated and decided.

Second, ASCLD/LAB needs to invest resources in the continued development of the quality and types of accreditations services they provide. I believe that the services provided by ASCLD/LAB represent the highest quality of forensic science accreditation services in the United States. However, change is constant and ASCLD/LAB needs to invest resources to increase the amount of feedback they receive from customers to ensure that the quality and types of services provided continue to meet the needs of their customers. Like any laboratory, ASCLD/LAB must make effective use of feedback and management review processes in order to implement changes as needed and avoid hanging on to outdated procedures or methods which no longer meet the needs of their customers. Doing so will help ensure ASCLD/LAB's continued success as an accrediting body and increase their ability to provide valuable feedback to the NCFS and OSAC.

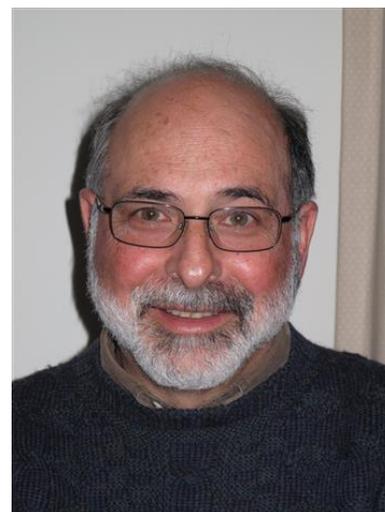
Additional Information: *(Include any additional information that voters should consider when making their decision)*

As a Criminalistics Administrator, I've learned about many of the challenges which laboratories face from a management perspective. Challenges of budget and strategic planning, effective communication, discipline and performance evaluations, legislative mandates and impact, etc. have broadened my understanding of the "big picture" and how management challenges impact the quality system. As a quality manager, I've also gained a lot of experience communicating with individuals from all of the disciplines within our system and understanding the issues facing each discipline. Since being appointed to the Board last March, I feel that my experience has enabled me to quickly grasp the issues facing the Board and provide useful input to discussions and decisions. Since I have already been able to serve for a year on the Board, I have confidence that I can continue dedicating the time to serve in this position successfully.

I'm also very passionate about balancing accreditation standards, good laboratory practices, corrective actions, etc. with a significant dose of common sense. I believe it is critical to evaluate potential changes carefully and implement changes which improve a laboratory's system and don't just create more work. I also believe it is equally important to realize that change is constant, and an improvement implemented at one point in time may eventually become obsolete and a new improvement/solution may be necessary. I would appreciate the opportunity to serve a full term on the Board to help ensure that ASCLD/LAB successfully implements changes where needed and that ASCLD/LAB works within their ability to ensure changes implemented by NCFS and OSAC are meaningful and appropriate.

ROGER KAHN, PH.D.

Harris County Institute of Forensic Sciences
1885 Old Spanish Trail
Houston, Texas 77054



Education:

B.A., Biology, University of California at Santa Barbara, Santa Barbara, California, 1975
Ph.D., Human Genetics, Yale University, New Haven, Connecticut, 1983

Employment Experience:

Forensic DNA Analyst and Technical Leader, Miami-Dade Police Department, 1988 – 1996
DNA Laboratory Director, Ohio Bureau of Criminal Identification, 1996 – 1997
Laboratory System Director, Ohio Bureau of Criminal Identification, 1997 – 2004
Deputy Superintendent of Forensic Science, Ohio Bureau of Criminal Identification, 2004 – 2005
DNA Laboratory Director, Harris County Institute of Forensic Sciences, 2005 – 2012
Crime Laboratory Director, Harris County Institute of Forensic Sciences, 2012 - present

Prior ASCLD or ASCLD/LAB experience (previous Board member, assessor/inspector experience, committee member, meeting volunteer, etc.):

ASCLD Representative to SWGDAM, 1996 – 2004
ASCLD DNA Credentials Review Committee, Chair, 1997 – 2002
ASCLD/LAB Legacy inspector training, 1999
ASCLD/LAB Legacy inspection team member, 2004
ASCLD Board of Directors, Member, 2001 – 2005, President, 2003 – 2004
ASCLD/LAB Board ex-officio member as ASCLD president, 2003 – 2004
ASCLD/LAB ISO assessor training, 2005
ASCLD/LAB ISO assessments, 2008 and 2014, DNA Site Leader in 2014

In your opinion, what are the two most important initiatives/issues that ASCLD/LAB should place resources into in the coming year and why?

1. **Alliances** Delegate Assembly members face a changing regulatory landscape. Standards and mandates will soon begin to emerge from the NIST-led Guidance Groups and Forensic Science Standards Board, as well as the National Commission on Forensic Science. The way ASCLD/LAB integrates the upcoming requirements into the accreditation program will affect all member labs and the scientists working in them. In the coming year, ASCLD/LAB should direct resources toward influencing the content of the emerging requirements to meet the practical needs of the laboratories while moving forensic science forward. For example, NIST's Organization of Scientific Area Committees (OSAC) Quality Infrastructure Committee (QIC) will be composed of up to *10 standards experts, quality systems managers, and accreditation and certification specialists*. ASCLD/LAB should ensure it is energetically represented on the QIC.

2. Communication ASCLD/LAB's client-based approach to serving member laboratories will continue to be critical as the accreditation program is increasingly affected by new requirements. ASCLD/LAB should direct resources toward increasing communications with Delegate Assembly members for rapid dissemination of Board initiatives, accreditation interpretations and the lessons learned from conducting hundreds of assessments and surveillance visits each year. In the coming year, the ASCLD/LAB Newsletter should resume publication specifically for this outreach.

If given the opportunity to serve, I will do my best to ensure that ASCLD/LAB works as an advocate for the Delegate Assembly.

Additional Information: *(Include any additional information that voters should consider when making their decision)*

CATHERINE KNUTSON

MN Bureau of Criminal Apprehension
Forensic Science Services

Forensic Science Service – St. Paul
1430 Maryland Ave E
St. Paul, MN 55106

Forensic Science Service – Bemidji
3700 N. Norris Court
Bemidji, MN 56601



Education:

Master of Science (M.S.) - Molecular, Cellular, Developmental
Biology and Genetics

University of Minnesota – 1998

Bachelor of Science (B.S.) – Microbiology Major, Chemistry Minor

University of Illinois - 1995

Employment Experience:

1999 to present day - Employed by the MN Bureau of Criminal Apprehension Forensic Science Services in the following capacities:

2013 – present: Laboratory Director

2010 – 2013: Forensic Science Supervisor
FBI Regional Mitochondrial DNA Program mtDNA Section Technical Leader
(through 2012)

2004 – 2010: Forensic Scientist 3
FBI Regional Mitochondrial DNA Section mtDNA Section Technical Leader
(2007-2010)

1999 - 2003: Forensic Scientist 1 & 2
Biology Section

1995 - 1999: Research Scientist
University of Minnesota - Department of Medicine

Prior ASCLD or ASCLD/LAB experience (previous Board member, assessor/inspector experience, committee member, meeting volunteer, etc.):

2006 – present: ASCLD-LAB Biology Proficiency Review Committee member

2009, 2010, and 2011 – Served as a DNA Technical Assessor on three ASCLD-LAB/International Assessments for major Laboratory Systems, one of which was international.

In your opinion, what are the two most important initiatives/issues that ASCLD/LAB should place resources into in the coming year and why?

1) Continue to promote the application of sound scientific procedure, effective and responsive management practices, and robust quality assurance systems by providing fully staffed and prepared assessment teams to ASCLD/LAB clients. It is important for ASCLD/LAB to keep well-informed of the activities of the recently formed National Commission of Forensic Science and to be in a position to be an effective advocate for forensic science.

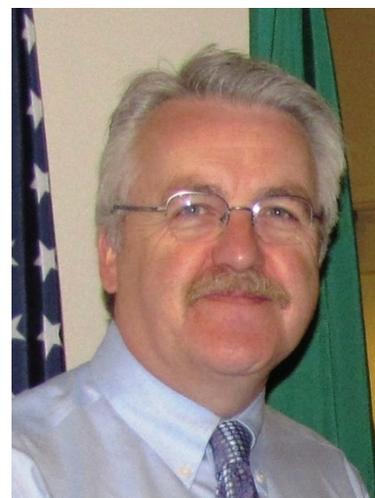
2) With the recent interest in the ISO 17020 standard, I believe it is necessary for ASCLD/LAB to consider the proper application of this standard. Without ASCLD/LAB contributing to this discussion and responding to this need in the area of forensic laboratory examination, clients will be left to pursue other accreditation options in the face of possible state mandated accreditation requirements.

Additional Information: *(Include any additional information that voters should consider when making their decision)*

- 1) Served on SWGDAM from 2006 – 2013 as co-chair/chair of the mtDNA committee
- 2) Certified by the American Board of Criminalistics as a Fellow in Molecular Biology
- 3) Actively collaborates with state law makers in support of mandatory accreditation for forensic laboratories

TERRY MCADAM

Washington State Patrol
Crime Laboratory, Seattle
2203 Airport Way S, Building A, Suite 250
Seattle WA 98134-2045



Education:

Graduate of the Royal Society of Chemistry, Part 1 at the University of Ulster, Northern Ireland, 1979.

Employment Experience: Scientific Officer, Northern Ireland

Forensic Science Service, December 1977 – August 1987

Forensic Scientist 3, WSP Seattle Crime Lab, October 1987 – December 1998

Forensic Supervisor, WSP Tacoma Crime Lab, December 1998 – May 2007

Laboratory Director, WSP Tacoma Crime Lab, May 2007 – June 2012

Laboratory Director, WSP Seattle Crime Lab, June 2012 – Present

Prior ASCLD or ASCLD/LAB experience (previous Board member, assessor/inspector experience, committee member, meeting volunteer, etc.):

As an American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB) certified assessor, performed an assessment of the Joint POW/MIA Accounting Lab in Honolulu, HI, in March 2013.

- As an ASCLD/LAB certified assessor, performed an assessment of the Boston Police Department in May 2012.
- As an ASCLD/LAB certified assessor, performed an assessment of the Malaysian National Crime Lab in Kuala Lumpur, Malaysia, in March 2011.
- As an ASCLD/LAB certified inspector, performed an inspection of the South Carolina Law Enforcement Division in March 2010.
- As an ASCLD/LAB certified inspector, performed an inspection of the Corpus Christi, Texas Crime Laboratory in February 2008.
- Assessed the Royal Canadian Mounted Police Laboratory in Halifax, Nova Scotia, Canada as part of a Standards Council of Canada ISO 17025 Assessment Team, October 2006.
- As an ASCLD/LAB certified assessor, performed a review of the New Zealand Government Environmental Research and Science Crime Labs, September 2006.
- Assessed the Royal Canadian Mounted Police Laboratory in Vancouver, BC, Canada as part of a Standards Council of Canada ISO 17025 Assessment Team, August 2006.
- As an American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB) Certified Inspector, performed a review of the Maryland State Police Crime Laboratory, April 2005.
- As an ASCLD/LAB certified inspector, performed a review of the Virginia Department of Forensic Science, May 2004. Performed as Site Leader for the Norfolk, VA Lab and as Trace Evidence Inspector for the Richmond, VA Lab.

- Assessed the Royal Canadian Mounted Police Laboratory in Halifax, Nova Scotia,, Canada as part of a Standards Council of Canada ISO 17025 Assessment Team, May 2004.
- As an ASCLD/LAB certified inspector, performed a review of the Center of Forensic Sciences in Toronto, Canada, in May 2003.
- Assessed the Royal Canadian Mounted Police Laboratory in Edmonton, Alberta, Canada as part of a Standards Council of Canada ISO 17025 Assessment Team, October 2003.
- Assessed the US Environmental Protection Agency National Enforcement Investigations Center in Denver, CO, as part of an ISO 17025 Assessment Team, August 2002.
- As an ASCLD/LAB certified inspector, performed a review of the National Fish and Wildlife Forensic Laboratory in Ashland, OR, June 2002.
- Assessed the Royal Canadian Mounted Police Laboratory in Regina, Saskatchewan, Canada as part of a Standards Council of Canada ISO 17025, Assessment Team, June 2002.
- Assessed the Royal Canadian Mounted Police Laboratory in Edmonton, Alberta, Canada as part of a Standards Council of Canada ISO 17025 Assessment Team, November 2001.
- Appointed to the ASCLD/LAB Trace Evidence Proficiency Review Committee (PRC); first meeting at the American Academy of Forensic Science Meeting in February 2001.
- As an ASCLD/LAB certified inspector, performed a review of the Westchester County (NY), 2001. Inspected crime scene and controlled substances. This was the first ever ASCLD/LAB inspection of the crime scene discipline.
- Assessed the Royal Canadian Mounted Police Laboratory in Regina, Saskatchewan, Canada as part of a Standards Council of Canada Assessment Team, 2000.
- As an ASCLD/LAB certified inspector, performed a review of the South Carolina Law Enforcement Division, 1999. Inspected trace evidence, controlled substances, arson and photography.

In your opinion, what are the two most important initiatives/issues that ASCLD/LAB should place resources into in the coming year and why?

- Although it may be seen as self-serving, ASCLD/LAB should research how we can make laboratory accreditation compulsory for all forensic laboratories. It will be expensive for jurisdictions but cheaper than the alternative as recent headlines show
- I am a little concerned about the make-up of the National Commission on Forensic Sciences, with only three state and local crime lab representatives, and large areas of the country unrepresented.

Additional Information: *(Include any additional information that voters should consider when making their decision)*

As an Assessor (and former Inspector) for ASCLD/LAB and also for the Standards Council of Canada, I have performed an assessment every year since 1999 in the United States, and internationally in Malaysia, Canada, and New Zealand. I have experience in all facets of forensic science. I feel it is time I bring these abilities and my directorial skills to the ASCLD/LAB Board.

ANNE M NORD

Idaho State Police
615 W Wilbur Ste B
Coeur d Alene ID 83815



Education:

Bachelor of Arts Chemistry, minor in Business Administration
Eastern Washington University

Employment Experience:

10/02-present: **Laboratory Manager**
Idaho State Police, Forensic Laboratory, Coeur
d' Alene, ID

Duties: Management of forensic lab, Analyst for
toxicology program. Analyst for controlled substances program. Crime Scene
Response.

10/98 – 10/02: **Forensic Scientist**
Idaho State Police, Forensic Laboratory
Urine toxicology analyst, controlled substance analyst, clandestine laboratory
analyst and responder.

Prior ASCLD or ASCLD/LAB experience (previous Board member, assessor/inspector experience, committee member, meeting volunteer, etc.):

I have served as an assessor in one ASCLD/Lab International assessment, and served as an inspector
in six legacy inspections.

In your opinion, what are the two most important initiatives/issues that ASCLD/LAB should place resources into in the coming year and why?

I would like to see ASCLD/LAB continue to evaluate the criteria for traceability, and provide
guidance to our customers on the interpretation of these criteria. I feel these criteria are some of the
more complex criteria included in the International Standard ISO/IEC 17025, especially when
dealing with reference materials and standards that are used for a property that is not traceable to an
SI unit. In May of 2013 ASCLD/Lab formalized a policy and guidance document dealing with
traceability. Accredited labs were required to be in compliance with the new documents by
December 31st of 2013. Now that the new policies are in place I would like to see resources devoted
to training assessors on how to determine conformance with respect to ASCLD/Lab's interpretation
and policy, and continued communication on board interpretations with respect to these policies.

The other issue I would like to see resources devoted to, is the continuation of focus and practices
that ensure the criteria are being interpreted and evaluated consistently in assessments. I would like
to see an emphasis on communication and training for labs and assessors on the criteria that the
Assessment Quality Review Committees commonly see as problems in initial assessment reports,
and on the most common criteria in which findings are appealed. This will help to prevent drift in

the assessment process and for our customers to understand how the criteria are being interpreted and evaluated.

Additional Information: *(Include any additional information that voters should consider when making their decision)*

I work within a lab system and the laboratory that I manage is a small lab. Most of the analysts in my lab work in at least two different disciplines. I feel it is important to have representatives on the ASCLD/Lab board that come from a variety of lab sizes and types to represent and consider the impact policies and interpretations will have on different types of labs. Although a large portion of my job as manager deals with administrative issues, I am still able to spend about half of my time at the bench, or reviewing casework. I also work within a lab system and am quite familiar with the challenges of operating multiple sites under one quality system.

TED R. HUNT

Jackson County, Missouri (Kansas City) Prosecutor's Office
415 E. 12th Street, Floor 7M

Kansas City, Missouri 64106

Education:

B.A. Political Science
Millsaps College

Juris Doctor

University of Missouri-Kansas City
School of Law



Employment Experience:

Chief Trial Attorney
Jackson County Prosecutor's Office

Kansas City, Missouri

2003-Present

Trial Team Leader

Sex Crimes & Child Abuse Unit
Jackson County Prosecutor's Office Kansas City, Missouri
1997-2003

Assistant Prosecuting Attorney

Jackson County Prosecutor's Office Kansas City, Missouri
1992-1997

Prior ASCLD or ASCLD/LAB experience (previous Board member, assessor/inspector experience, committee member, meeting volunteer, etc.):

I have been the Criminal Justice Community Member on the ASCLD/LAB Board of Directors since December 2012, having been appointed to complete the unexpired term of my predecessor in that position, Ken Melson.

In your opinion, what are the two most important initiatives/issues that ASCLD/LAB should place resources into in the coming year and why?

1) ASCLD/LAB should work to achieve consistent interpretation and application of ISO 17025 and the International Program's supplemental standards during the assessment and accreditation process. This consistency should be achieved between separate assessments of the same laboratory, as well as between assessments of different laboratories facing identical circumstances.

2) Inefficiencies and unnecessary aspects of ASCLD/LAB's accreditation process should be identified and addressed. This includes eliminating preventable delays in initiating on-site assessments; making those assessments more effective and meaningful; and reducing delays in the corrective action period after an assessment has been completed, but before a laboratory is granted accreditation.

Additional Information: *(Include any additional information that voters should consider when making their decision)*

I have devoted my legal career to utilizing forensic science to achieve fair and just judicial outcomes in courts of law. Over the past 22 years, I have worked with crime lab analysts on a daily basis and have developed an intimate understanding and appreciation of the issues and challenges facing the forensic community. I am committed to strengthening the validity and reliability of forensic science as well as the courtroom credibility of its good-faith practitioners.

When I am not working on cases, I am involved in teaching and training prosecutors, investigators, and forensic analysts around the country on various aspects of forensic science litigation.

I am an appointed member of the National Commission on Forensic Science; the International Association of Chiefs of Police (IACP) Forensic Science Committee; and the Missouri Crime Laboratory Review Commission. I am also a Member of the American Academy of Forensic Sciences and an Associate Member of the Midwest Association of Forensic Scientists.

J. MICHAEL CHAMBERLAIN

California Department of Justice
455 Golden Gate Ave., Suite 11000
San Francisco, CA 94102

Education:

J.D., University of California, Hastings College of the Law (1996)

B.A. *cum laude*, University of California, San Diego (1992)

Employment Experience:

2002-Present: Deputy Attorney General, California Department of Justice

2000-2001: Deputy District Attorney, Contra Costa County

1997-2000: Deputy District Attorney, San Diego County

1996-1997: Post-bar law clerk; contract attorney, San Diego District Attorney's Office



Prior ASCLD or ASCLD/LAB experience (previous Board member, assessor/inspector experience, committee member, meeting volunteer, etc.):

N/A

In your opinion, what are the two most important initiatives/issues that ASCLD/LAB should place resources into in the coming year and why?

(1) In the next year, ASCLD/LAB should continue to dedicate resources to monitoring, participating in, and responding to the efforts of both the NIST Organization of Scientific Area Committees (OSACs) and the National Commission on Forensic Science. Significantly, the OSACs will seek to identify and develop best practices and standards in forensic science, in addition to addressing overall quality issues, legal issues, and professional ethics. The National Commission has been chartered to “strengthen the validity and reliability of the forensic sciences and enhance quality assurance and quality control,” according to the United States Department of Justice. All of these endeavors, of course, are of central concern to ASCLD/LAB’s mission to improve the quality of forensic science services and provide laboratories with criteria to assess performance and strengthen operations. ASCLD/LAB should thus be proactive, not reactive, in its approach to these groups. Of particular interest is the evolution of digital evidence in the forensic community. While ASCLD/LAB has chosen digital evidence as a subdiscipline subject to assessment, the National Commission on Forensic Science MOU signed by the US Attorney General eliminates digital evidence as a subdiscipline. The forensic science community and the criminal justice system will be best served if the OSACs and the National Commission (and any subsequent federal office of forensic science created through legislation) understand that ASCLD/LAB is uniquely positioned as a guide to the “nuts and bolts” practicalities of forensic science technology and laboratory operations. The National Commission, NIST, and OSACs should consider ASCLD/LAB both a partner and key vehicle for implementing improvements to forensic science going forward. This will be especially important given the likely transition of OSAC support from NIST to an independent professional

organization in three to five years.

(2) A second important issue in the coming year will be maintaining ASCLD/LAB's status as the "gold standard" of laboratory accreditation. This will likely require an effort on two fronts, because the importance of ASCLD/LAB accreditation must be readily apparent to both the forensic science community and the criminal justice community. From a laboratory perspective, ASCLD/LAB should continually strive for process improvement in audit and other accreditation procedures. Past examples include combining ASCLD/LAB audits of DNA laboratories with concurrent assessment of FBI Quality Assurance Standards, and implementation of policies on measurement traceability and uncertainty. As an overarching policy, ASCLD/LAB should continue to promote and facilitate a top-down culture of quality assurance in laboratories. From a courtroom (and public) perspective, ASCLD/LAB accreditation should be viewed as the foremost indicator of reliable forensic science work products. Maintaining this reputation will require continuing rigorous accreditation procedures that can rightfully be touted from the witness stand, sensitivity to the concerns and procedures of the criminal justice system's treatment of forensic science evidence, and a program of prompt and thorough investigation of allegations of malfeasance in laboratories.

Additional Information: *(Include any additional information that voters should consider when making their decision)*

I offer the following skills and experience to ASCLD/LAB:

Most significantly, I can offer perspectives that draw upon years of service in the dual roles of prosecutor and crime laboratory counsel.

Specifically, I serve--and for the past 12 years have served--as "in-house" counsel to California's Bureau of Forensic Services (BFS). In this capacity I advise and represent the state crime laboratory system's employees and management. I communicate daily with lab management and staff, attend meetings, draft legal memoranda, providing training, draft contracts and nondisclosure agreements, conduct legislative analysis and drafting, interface with prosecutors, defense attorneys, law enforcement, and private vendors doing business with BFS labs, represent BFS at trial court hearings and depositions, and serve on standing committees such as the Familial DNA Search Committee. My work has focused on many different forensic science disciplines, from DNA to blood alcohol, fingerprints, toxicology, and others. I have become acquainted with laboratory accreditation procedures, and ASCLD/LAB functions in particular. Acting as legal counsel to BFS constitutes approximately half of my professional workload at present.

I am also a career prosecutor. For approximately 17 years I have worked as both a trial prosecutor and, since 2002, as an appellate prosecutor. This tenure has provided different but complementary perspectives and experiences. As a trial attorney, I learned how trial judges and juries think, what they care about, and how scientific evidence is presented and challenged in practical terms. As an appellate attorney I have gained insight into how state and federal courts of review consider scientific evidence and expert witness testimony from more academic perspectives and in light of broad principles of law. Consequently, I have a well-developed sense of what "end users" of forensic science products expect from laboratories at the front end of the pipeline.

My professional experiences have granted me a heightened understanding of issues at the intersection of law and science, which I have tried to share. To that end I have conducted many trainings for scientists on legal issues, and for law enforcement, attorneys, and the judiciary on scientific subjects. I have authored briefs to the United States Supreme Court on postconviction

DNA testing, Sixth Amendment Confrontation Clause implications for forensic science expert witness testimony, and Fifth Amendment self-incrimination implications for psychological expert testimony based on court-ordered mental exams. I co-authored (with a Justice of the California Supreme Court and two others) a legal reference book on DNA law and science. I have published a number of articles on issues related to law and science.

Finally, I have significant experience working with and on boards and committees. I was staff counsel for the California Crime Laboratory Review Task Force from 2007 to 2009. I was on the Executive Committee of, and eventually chaired, the Criminal Law Section of the State Bar of California (numbering over 1500 members). I am an Associate Member of the Jurisprudence Section of the American Academy of Forensic Sciences. I am a member of the Forensic Science Committee of the California District Attorneys Association. I was recruited as a subject matter expert for the United States Department of Justice Global Privacy and Information Quality Working Group, as well as for SWGDAM. I am a frequent lecturer for the California Association of Crime Laboratory Directors, the California Association of Criminalists, the American Bar Association, the California District Attorneys Association, and the California Criminalistics Institute.

In sum, I am motivated to contribute to ASCLD/LAB because I understand how important forensic science is to the criminal justice system, and I believe that ASCLD/LAB is a crucial vehicle for advancing the field.

The Scientific Method

An Essay on the Science of Forensic Science

By Garth Glassburg

Northern Illinois Regional Crime Laboratory

It is common for forensic training programs to present forensic science as a practical application of science as it relates to its ability to help answer questions of legal or judicial significance. What separates Forensics from other practical science fields is how scientific conclusions are disseminated to multiple layers of a *non-science* audience. The first layer is law enforcement staff. Conclusions are then used by prosecutors, defense attorneys, and then judges and juries. Much attention is rightly paid to the jurors serving our criminal justice system; however, only a small percentage of any forensic conclusions are ever presented to a jury. An even smaller percentage of juries will hear the testimony from a forensic scientist. Therefore, unlike a university setting, the forensic scientist confers his/her conclusions to persons who work outside a scientific realm. Reports, for this reason, are often brief and to the point, tailoring the content for the target audience. It must be realized that some conclusions, especially in the DNA discipline are not brief, and require considerable interpretation by the lay audience. This is as it should be, but a potential pratfall for forensic scientists is a tendency to migrate away from science and toward the language and culture of the legal system.

The basis of all disciplines within the forensic science industry is, of course, science. Too often, however, this is not acknowledged or appreciated within the forensic science culture itself. The use of the *scientific method* is, in fact, the background for all forensic fields, including latent prints, firearms identification, drug chemistry and biology/DNA analysis. Recent criticisms of latent print and firearm analysis, for example, have unnecessarily induced a controversy that perhaps these disciplines are not science, but rather some hybrid of science and art, or just opinions, not based on the use of the scientific method. Through anecdotal conversations with forensic scientists it becomes apparent that a well-founded understanding of the differences and similarities between science and art are not well understood or defined within the Forensic community. This results in uncertainty and ambivalence about whether impression analysis is a science or art. This is unfortunate. Clear definitions and understanding of science and art are needed to communicate the principles of science regarding the foundations of Latent Print and Firearm. Another consideration is that forensic science is an *applied* science, akin to physicians and engineers. In this regard, there tends to be a divide between any *applied* scientist and the *research* scientist. The basis of both, however, are equally fortified with the underpinnings of procedures developed using the scientific method, but forensic scientists need to understand why. The next hurdle is to then understand the definition of the scientific method and how this is much different than art.

What is the Scientific Method?

The scientific method begins with a hypothesis based on preliminary data, or even speculation. Experiments are then conducted to challenge the hypothesis. An experiment can be designed to either *support* or *falsify* the hypothesis, or both. Standards and controls are used to ensure the

observations are not artifacts. For the hypothesis to be accepted as valid, it must be capable of explaining certain phenomenon or predicting a set of future observations.

Unfortunately, society at large frequently misuses the definitions of hypothesis, theory, and law. For example, a theory, believe it or not, is the strongest statement made in science. To be accepted as valid, a theory must accurately explain or predict certain observations AND it must be able to explain *why* these observations occur. Those who don't understand the scientific method too often dismiss a theory as being "only a theory." Similarly, the *dismissal* of a theory requires just as much experimentation and observation as the *acceptance* of a theory. The most aggressive critics of forensic science are usually unable to produce anything other than their criticisms. But then again, they are usually not scientists and are speaking a language that has no meaning in the scientific realm.

This arbitrary dismissal of a theory without evidence deserves little attention. Such "opinions" are merely speculation, not a credible rebuttal to an established theory. A theory once established can be altered or dismissed, but only by other repeated experiments that now prove that the original theory does not withstand observations made with new testing methods. A scientific law can be defined as general observations. The law does not explain why these observations occur, but rather that observations will be made in a particular matter. In reality, the theory is as good as it gets.

Art vs. Science

Art and science have some common features. Both employ creative thought and action, both search for significance and discovery, and both build an understanding of the world around us. While art searches from within, science tries to explain the world from the outside, to explain what is observed and to predict future observations. It is impossible to ignore, for example, the creativity of Albert Einstein. Yes, he was among the greatest of all scientists, but he practiced science with a level of ingenuity that distinguished him from other scientists. Although creativity is a common characteristic of art and science, one would be hard pressed to conclude that the Theory of Relativity is an artistic expression. Experiments are still on-going that support the *Theory of Relativity*. Any criticism of this *theory*, because it is "only a theory," would not be credible in any scientific venue.

A major difference between art and science is that collaboration is an essential component of science, but not necessary in art. Watson and Crick discovered the structure of DNA only after many failures and collaboration with other scientists. Another hallmark of science is the use of standard operating procedures, peer review, and repeated measurements and observations.

Opinion Based Evidence

The pattern-impression disciplines, such as firearms and latent prints, are based upon decades of observations and experiments. There are some who challenge the uniqueness of fingerprints, but there has been no experimentally-generated evidence to support the speculation that fingerprints are not unique. These criticisms have no validity until experiments support their speculation.

Similarly, it has been repeatedly observed that fired bullets and fired cartridges can be identified to a particular firearm. The wording for such identifications has been modified as of late that such identifications are to a "practical certainty," not an absolute certainty. There are those who challenge the concept that anything is "unique". Such positions are rejected due to the lack of

scientific evidence supporting this untenable position. The theory that fingerprints develop through genetics and embryo development are well established. Critics of the science of fingerprint and firearm uniqueness have no peer-published support, no observation supporting their position, and until they do, should not be considered credible.

The Bigger Picture

There are several factors affecting the application of forensic science that are not necessarily a part of the scientific exercise. These include management within forensics, accreditation and the educational background of forensic scientists.

Top managers of many labs are sworn officers. A hallmark of how sworn officers communicate is the chain of command. This can result in a top-down management style of communication. Science, however, requires robust debate. Hypothesis and theory are developed only after experiments are repeated, debated on the merits of the experiments and then accepted. Challenges to the status quo are also debated and hashed out among the scientists. The chain-of-command mentality tends to produce final decisions on the shoulders of “commanders” based on authority, not necessarily credibility. Open disagreement is discouraged in this environment. Compare the paramilitaristic setting to a university setting. In academia, arguments are robust, and opinions are not shirked. In many forensic labs such behavior would be considered insubordinate. This truncation of discussion has a chilling effect on open dialog and stifles innovation. The culture of science with its messy debates and the sworn officer culture have diametrically opposed communication styles. Accommodations on how decisions are made between the two cultures should be appreciated, not punished.

Accreditation and Credentials

Accreditation of crime labs is an essential component of quality control. However, many accreditation requirements emphasize the management of a lab, not the science of the individual disciplines. An unintended consequence of accreditation is an emphasis on conformity and a fear of innovation. Scientists who challenge the system are not considered team players, and often become frustrated. Some managers “teach to the test,” making accreditation the ceiling of innovation.

Most forensic scientists have Bachelors of Science degrees. Many now have Masters Degrees, often from forensic programs. These individuals are well educated, but laboratory systems need the research experience developed by a graduate from a basic research background. There is a danger that as forensic programs proliferate that labs will be populated with staff having relatively the same academic background. Staff having a variety of educational skills enhances the forensic community and should be encouraged. Selection of trainees in the lab often focuses on background checks, entry exams and other objective criteria. This in itself can create an undesirable consequence of workforce homogeneity.

Ethics

This brings us to ethics and transparency. Both are being addressed in the community. But problems and failures that happen in forensic science are part of a larger set of human failings, factors that are not unique to forensic science. Furthermore, it must be understood that the context of being a scientist does protect forensic science from the adverse effects of these problems. These problems are not about science. They are about human performance.

Entire books have been written about ethics. Even the National Academy of Sciences has published a short book on this topic. In the forensic science realm, ethics are really just a code of conduct, whether written or not. Occasionally, rogue forensic scientists commit severe violations of this code. No scientist should ever engage in dry-labbing, falsifying reports, or stealing evidence. Such conduct is anathema for any scientist or an employee in any capacity. It is difficult to understand how rules at the workplace, or education, can really eliminate these misbehaviors. Instead, management must develop procedures to prevent and when necessary address such lapses in conduct. Personnel problems are vexing in any workplace. The forensic community is not unique in this regard. Ethical failings, violations of law and accepted scientific procedures are rare – and due to the rarity are heavily publicized.

Bias and Errors

Bias is a potential risk for any scientist. One proposed “solution” is to curtail information attached to submitted cases. This proposal has its own dangers. In healthcare, for example, a physician will always ask – *what is wrong?* The information from the patient may not initially be useful for the final diagnosis, but it still initiates the starting point of the hypothesis. Any information gathered in a forensic case is still data, even if the data is not useful for initial testing. When a theory is being developed, other scientists attempt to replicate the results from other practitioners. It is impossible to think that Watson and Crick would not use data and conclusions of others when developing the structure of DNA. Likewise, the forensic scientist should be aware of bias pitfalls, however omitting information is not an answer to bias or a solution to prevent errors.

Unintentional errors, after all, can occur in any environment. Mechanisms are in place in forensics with the objective of achieving a zero error rate, although this will never be possible. In the community of the judicial system, judges have their decisions overturned on appeal. The Supreme Court may hear these cases, often with 5-4 decisions. No one suggests that a judge who has a decision overturned be ostracized from their position. Out-lying errors in forensics should be addressed, but mistakes can occur. How the mistake is rectified is germane for any scientist. Ostracizing a forensic scientist for making an error will drive the process underground. If every penalty is the “death penalty”, then the route to solving the problem is obscured.

Final Thoughts

If forensic scientists themselves do not understand the scientific method or just how rooted in good science their disciplines are, then it will reflect poorly on our profession, leaving us less credible and unable to confront the challenges that will arise in the future. Worse yet, if we can’t explain the scientific underpinnings of our work, then were we really ever scientists in the first place?

The entire culture of being a scientist ultimately accommodates every one of the topics presented in this essay. But too often, the forensic science community forgets that the many solutions to our greatest challenges lie *within* our profession, not among commentators who know darn well that they are safe from being subjected to scientific scrutiny.

If everyone interested in forensic science, practitioners and commentators alike, truly looked to the scientific method for answers, the solutions would be easier to find, and the criticisms proffered without strong evidence would be much less believable.

Establishing a Laboratory Culture of Quality

By Emma Dutton, ASCLD/LAB

In the past few years, the state of forensics and the challenges that forensic professionals face have been the focus of attention for many individuals both inside and outside of the forensic community. Some of these challenges include criticisms raised in the 2009 NAS report, backlogs, greater awareness and scrutiny of our practices, insufficient support and resources, court challenges regarding admissibility of evidence and scientific validity of methods employed, unrealistic expectations, ethical conduct, and perceived bias. One avenue to address such challenges is to establish and cultivate a laboratory culture of quality. However, before a culture of quality can be established, we need to understand the elements of organizational culture and what drives organizational culture.

Every forensic science organization has a laboratory culture, reflective of mission and values, and born and fostered by top management and key personnel. A laboratory's culture is an expression of the organization's customs and beliefs, as well as how that organization is viewed both internally and externally. Organizational culture affects how employees interact with each other, with leadership and management, and with customers and stakeholders. The organizational culture also defines the characteristic features or attributes associated with the quality of the work product. For forensics, we generate work product through the analysis of the evidence and the interpretation of the result with the final work product being expressed in the form of a laboratory report and/or court testimony. The quality of that work product is eventually evaluated and ultimately assessed by our customers and stakeholders.

Establishing and maintaining a laboratory culture of quality is essential for an organization to be productive, successful, effective and trusted. For a laboratory culture to embrace quality concepts and objectives, the organization must establish a shared value system based on the laboratory's mission, vision and strategy. In addition, the laboratory must integrate quality concepts that promote and measure a kaizen mindset of continuous improvement. ISO/IEC 17025:2005, if adopted and implemented, provides a foundation of management and technical standards that can assist with establishing and maintaining a culture of quality. ISO/IEC 17025:2005 encompasses six primary categories of organizational culture: strategy, structure, competence, management, communication and customers. Each clause in 17025 can be associated with one or more of these categories. These six categories integrate quality concepts of continual improvement and the ethos (principles, ethics), pathos (passion, loyalty) and logos (intellect, competence) of the organization.

Ethos is a Greek word meaning morals, or showing moral character. Ethos represents the principles, values or "guiding beliefs of the organization"; ethos is the ethics, and the integrity of the organization. ISO 17025 requires the organization to establish "ethos". This goes back to a shared value system. Because of what we do, it is of the utmost importance that forensic organizations establish and foster a quality culture of exceptional integrity. Pathos is a Greek word meaning "a quality, as of an experience, that arouses feelings of sympathy", or any strong feeling such as

passion or compassion. Pathos evokes emotion or feelings. Yes, even 17025, has clauses that speak to the pathos of the organization. Consider ISO/IEC 17025 clauses: 4.7.2, seeking customer feedback, both positive and negative; 4.8 Complaints, and 4.1.5 b, ensuring management and personnel are free from undue internal and external pressures and influences. These are clauses that have us consider how we “feel” about our performance and our work product. The majority of time, forensic laboratory personnel focus on factual information and data. We can’t forget, however, about the pathos of our organization. We need to embrace the passion and emotion that we bring to our work. Our passion and emotion is the central driving force for why we do what we do. Logos is a Greek word meaning “reason, principle of order and knowledge, logical arguments, intellect or competence”. Much of 17025 section 5 (technical requirements) addresses the logos of the organization and the competency of the individuals working in the laboratory. Clauses 5.2 Personnel, 5.4 Test Methods, 5.5 Equipment, and 5.9 Assuring the quality of the test are examples of how ISO 17025 embraces logos. Addressing logos is where organizations typically spend the majority of their resources in developing the technical competence of the individuals that are doing the work. We must ensure that we have competent, well trained and educated people.

ISO/IEC 17025 also addresses the effectiveness (i.e., worth or efficacy) of the management system. To establish and maintain a culture of quality, an organization not only needs to establish a shared value system, conformance to standards and employee competence, it must also be able to clearly demonstrate effectiveness of the management system. While an organization’s culture is built on mission, vision, values and standards, organizational effectiveness is determined by leadership. Effectiveness is the degree to which management’s actions achieve the stated goals and objectives. Assessing and measuring the management system’s effectiveness is critical to maintaining a culture of quality as the results from the effectiveness assessment drive the continual improvement process.

In aggregate, ISO 17025 provides a foundation on which to build a laboratory culture of quality. On this foundation, the management must implement and foster a shared value system that equally addresses the ethos, pathos and logos of the organization. This sets the direction, defines the expectations and provides a balanced framework for a quality laboratory culture of continual improvement. The ultimate goal of establishing and maintaining a culture of quality is to have conformance to the management system requirements, competence of the work force and work product, and a clear demonstration of management system effectiveness. Employees should be engaged, empowered, valued, and dedicated. Employees should also consistently, efficiently, and confidently, produce an accurate, reliable quality product to meet customer requirements and expectations. In summary, a culture of quality is the degree of excellence defining the characteristic features of and associated with the organization’s work product. Furthermore, a culture of quality will be effective in rebutting criticisms raised about forensic science practice.

Valuing the Forensic Sciences: One of the Paths Forward

*By Garry Bombard
Loyola University, Chicago*

What are your thoughts after reading the title? What's he thinking? Why do that? I can't do that. I think I'm doing that. Can we do that?

I believe most of you thought the latter, at least I hope you did, along with thinking/asking, how can I do that? My response: Yes, we can do this and should be demonstrating our "value."

Let's start by looking at a discussion that I'm sure most of us have had, probably many times throughout our careers. I anticipate several of these discussions will take place during the Symposium as a result of this article.

During an annual symposium, a small group of laboratory directors (LD) from around the country go out to dinner. One of the discussions centered around all the recent articles and papers on the positive effects of DNA databases. They wonder, how can we use this information to our advantage? They start discussing their known costs and their views of the benefits to the criminal justice system. There are so many different ideas flowing on both the associated costs and benefits, several LDs starting writing down the list ideas on napkins. The LDs agree they should be expanding DNA databases, as well as adding increased capacity in their Biology/DNA sections. The conversation quickly turns to the required resources necessary to accomplish and how to accomplish. Should they utilize their existing limited budgets to accomplish? Should they request new funding, and how to go about it? How do they defend the new funding requests and future expansion to their upper administration and stakeholders? One LD suggests reaching out to a policy analyst for assistance, after all, they are the ones writing the papers and articles on the positive effects. The others agree.

The LDs discuss the various reports or articles from public policy analysts (PPA). Several recall Roman, et al. "The DNA field experiment: cost-effectiveness analysis of the use of DNA in the investigation of high-volume crimes." Several remember Doleac's "The Effect of DNA Databases on Crime" from seeing it referenced in the CLM a year ago. A few mention the Urban Institute's (UI) report on "Collecting DNA at Arrest." One LD in the group had provided information and data for the report (infrastructure and operations of arrestee files). Others mention various articles in the September 2013 NIJ Journal: "The New Orleans Sexual Assault Evidence Project: Results and Recommendations" and Roman's "Cost-Benefit Analysis of Criminal Justice Reforms" article. The LDs realize there are few formally trained PPAs in the criminal justice community. They wonder, what can we be doing better?

The current reports and articles listed are applicable to the various aspects of DNA laboratory operations. I'll focus on teasing out the important points, along with discussing "how" they can be utilized. I'll also introduce and describe a few PPA terms that are used in the reports and articles.

Let's take a moment and look at the "why" we should be doing this.

Do we think of ourselves as operational policy analysts? We are involved with discussing/making policy decisions on most days. We move money around budgets for operational needs. We request new equipment, increases in operational budgets, expansion of services, capital improvements, etc. We compete for precious resource dollars within agencies and government. We find it very hard to justify many of these items, or at least think we are justifying them, only to find they aren't funded. Being able to state the "value" of what we do will make us more successful.

As a forensic science manager, I thought I was collecting and using the right information to justify what we were doing. Only after formal training in PPA did I realize I did not; and realized how little data we have as a community.

Roman's NIJ article states "funders" view themselves as "investors" and use cost-benefit analysis (CBA) as decision and allocation tools. He also states criminology has had a big increase in statistical information, but little CBA, with much work needing to be done.

Paul Speaker's last Digest article mentions increased funding being tied to societal gains, using Doleac's research as an example. And increased funding should consider the efficiency and cost effectiveness, i.e., CBA!

Next, we'll look at what PPAs do and introduce a few PPA terms.

PPAs use many different resources, perform statistical analysis, and formulate reports. The reports either forecast [ex-ante evaluation in PPA terms] (Doleac's article) the potential for a program, or the findings of a program's performance and impact [ex-post evaluation] (Roman, Urban Institute, NIJ Journal).

Cost effectiveness determines the actual costs and lists the benefits (writing on napkins scenario). Cost efficiency is a CBA, which identifies the best cost effective solution. CBAs are difficult and time consuming to develop, since all the benefits require monetization.

The CBA ratio is the same as a return on investment we examine when investing in our retirement plans or stock market, only from the public's viewpoint. Don't we choose the best return based upon a number of factors? So do the public "funders"...the best CBA ratio gets funded as compared to other funding requests.

Next, we'll turn our attention to the "how" of demonstrating our "value."

Based upon Doleac's analysis and back-of-the-envelope calculations (the napkin example) on 2010 offender profiles added to CODIS, the cost is \$30.5 million, with a benefit of \$12.4 billion by

preventing new crimes. She further compares CODIS to longer sentencing or increase in police offices, finding CODIS as more effective “value” compared to the other investments.

Both Doleac and Urban Institute use the NIJ reimbursement rates as cost proxies, \$40.00 per offender profile, \$1,000 per case profile. FORESIGHT provides more accurate costs.

The Urban Institute report provides a great deal of data/findings on existing programs, along with additional information. Two statically significant findings, the offender database (arrestee and convicted files) aids in 8 investigations for every 1,000 profiles added, and hits to the forensic profile aiding in 407 (40.7%) investigations for every 1,000 forensic profiles added. This is the “value” to expand DNA (database and casework).

In this report, only two states that participated in study were able to track number of arrestee and offender hits separately (demonstrates lack of appropriate data to show “value”). One state reports overall arrestee hits for several years are close to 11%. They also found of 770 arrestee hits to forensic profiles, 115 (14.9%) were associated to sexual assault cases. I computed a back-of-the-envelope calculation on benefits. I utilized FORESIGHT data, computing the costs of 770 profiles and 115 cases, \$242,441. The societal benefit for the 115 cases is \$29,904,370, demonstrating our “value.” This is hard data that arrestee profiles work!

Other reports demonstrate “value” to increase operational capacity, Roman’s DNA in high volume crimes report and NIJ’s New Orleans article provide data on increased CODIS hits in the open case file.

What are our next steps to start valuing the forensic sciences? We need to start doing ex-ante and ex-post evaluations. We need to develop the appropriate data that supports our “value” to “funders” and stakeholders.

We can do this for all sections of the laboratory, not just DNA. I am sure as a group, we can develop a shopping list of projects.

The “window of opportunity” is open on various DNA laboratory operations. How are we as a community and individual systems going to respond before the “window” closes? Additionally, we need to anticipate and prepare for when the window of opportunity opens in the future.

In a recent CLM, Jay Henry suggests we do a CBA on the Rapid DNA Technology, included in ASCLD’s position statement. Jay’s suggestion is preparing a study before the window opens. Additionally, the Urban Institute Report reports Colorado and the FBI is working on this technology. NIST is also. We need to start collating all this info.

Further addressing the UI report, we need to be looking at the additional information, as well as unintended consequences to labs due to the arrestee laws being passed. One state reports a 57% expungement rate. States have implemented several innovative expunging programs, while most state labs absorbed this administrative burden (unintended consequence). We should start looking at cost effectiveness of each solution and recommend the one that is the most cost efficient.

While too extensive to cover here, I suggest all labs review the implementation problems other states have experienced implementing arrestee files, in order to avoid the same pitfalls. Based upon the report and Supreme Court decision, this will probably become the standard.

Lastly, the NIJ New Orleans article suggests the case backlog data may be reflective of data for the two NIJ backlog (demonstration) projects in Houston and Detroit; reports are expected this year. This will be the first published data to understand the effectiveness of testing every SAK. Are we ready to use these reports to our advantage?

In closing, I pose the questions: Are we prepared to demonstrate “value”? Maybe. Can we use the information discussed, along with other data we possess in our labs, to demonstrate our “value”? Absolutely!

Customer Working Groups – Benefits for Directors of Public Forensic Laboratories

By Kristine Hamann, Visiting Fellow at the Department of Justice/Bureau of Justice Assistance; on leave from the New York County District Attorney's Office. Phil T. Pulaski, NYPD, Chief of Detectives, retired, and Mechthild Prinz, Associate Professor Science Department, John Jay College of Criminal Justice, assisted with the preparation of this article.

There is much good news in the world of public forensic laboratories. Forensic evidence continues to be a significant part of the criminal justice system, providing decision makers with the tools needed to distinguish the guilty from the innocent. Forensic work is being enhanced as scientific standards for forensic laboratories are evolving and becoming more rigorous. New forensic laboratories and new disciplines are being established and the demand for forensic work continues to increase.

However, the boom in forensic science comes with new responsibilities and tasks, particularly for the lab director of a public forensic laboratory. Lab directors have to manage a diverse workforce, deal with budgetary constraints, and stay abreast of developing science, while maintaining a quality system and dealing with growing backlogs based on requests from a criminal justice system hungering for more scientific evidence. Maintaining accreditation, improving efficiency, hiring and training scientists, as well as responsible triaging of work to avoid backlogs, are all on-going issues for a laboratory. In grappling with all of these matters, especially backlog concerns, a laboratory director will benefit from working closely with its customers, who are the ultimate beneficiaries of a well-functioning laboratory.

General guidelines for a laboratory's relationship with customers can be found in the International standard, *ISO/IEC 17025 General Requirements for the Competence of Testing and Calibration Laboratories*, Section 4.7. It emphasizes the value of ongoing communication and cooperation between the laboratory and the customer in order to clarify customer requests and to allow customers to monitor the laboratory's performance. It instructs laboratories to actively seek customer feedback and to incorporate that feedback in the ongoing improvement of its management and services. In Section 4.9, ISO standards also require that a laboratory inform its customers of non-conformities in the laboratory and plans for remediation. A laboratory is given the discretion for developing its approach to these requirements. A Customer Working Group (CWG) is a productive way of meeting the ISO requirements.

A preliminary question is, "Who is the customer?" Though there are many stakeholders in a public forensic laboratory, including the criminal justice system as a whole, the funding authority, judges, law enforcement, the defense and the agency to which the laboratory reports, these parties are not all customers of a laboratory. For the purposes of a CWG, as described here, customers are the agencies who are directly involved in investigating a criminal case, and in the course of that investigation either submit evidence to the lab, or request testing from the lab. These agencies are

the police and prosecutors, who are tasked with investigating and proving criminal cases. Similarly, the mission of a public forensic laboratory is to perform services necessary for the recognition and proper preservation, identification and scientific analysis of evidence materials pertaining to the investigations of a case [emphasis supplied]. Thus, to fulfill its mission, the laboratory's work is geared toward providing scientific evidence to the police and prosecutors that can contribute to the investigation of a case. A CWG focuses on enhancing the inter-relationship between the laboratory, the police and the prosecutors.

Police and prosecutors have frequent contact with a laboratory. Every day detectives and police officers submit evidence to the laboratory and have on-going relationships with laboratory staff in order to get leads in a case. Similarly, prosecutors come to know the criminalists who testify at trials about their findings. However, these daily encounters between the laboratory, police and prosecutors do not deal with the over-arching policy decisions that affect a laboratory.

Lab directors should encourage the development of a CWG to address the larger policy issues. The CWG should consist of the lab director, along with senior decision makers from prosecutor offices and police agencies serviced by the laboratory. Such a group will provide an opportunity for all parties to learn from one another. It will enhance a fuller understanding of each agency's needs and limitations and ultimately foster a trusting relationship between the laboratory and its customers. The CWG will be the place where coordination can be enhanced and input given regarding important matters affecting the laboratory.

There are a wide variety of issues that can be discussed in a CWG. Some of these issues include: setting priorities for what should be tested and what should not, discussing non-conformities in the lab and methods of remediation, dealing with backlogs, introducing new testing methodologies and changing the format of reports. A lab director will benefit from discussing these topics with the lab's customers and can use the input to make informed and educated decisions.

It can be particularly helpful to have a pre-existing CWG when a high profile event occurs, such as the discovery of a non-conformity in the laboratory. The existence of the CWG provides a logical place for the lab director to explain the problem and present possible avenues of remediation. The customers can provide the lab director with their input regarding how to proceed and can coordinate an approach to the issues. At the same time, prosecutors and police will receive timely notification of the problem, so they can assess its impact on past and pending cases and prosecutors can provide any required notification to the defense.

Backlog issues are also well suited for a CWG. Since a laboratory cannot test every piece of evidence in all cases, it is necessary to triage the work. The lab director should discuss triage protocols and strategies with its customers in light of the capacity of the laboratory. At these meetings, the police and prosecutors can describe their priorities and resolve logistical issues that can also contribute to backlogs. For example, in New York, enforcement of new gun possession legislation had led to an expectation to have DNA testing performed on all confiscated guns. The DNA lab management met with senior police and prosecutors to provide statistics on the likelihood of obtaining usable DNA profiles from guns and explained the difficulties of obtaining relevant suspect exemplars. Hearing this information, the police and prosecutors developed more restrictive

protocols for the submission of gun possession evidence that assisted the laboratory with triaging its work.

A CWG should consider meeting several times a year, so that there is a regular forum for getting together, whether or not an emergency exists. This allows for continuing education between the parties and permits relationships to be developed and maintained. There is great variety in the composition of public laboratories and their customers: some public laboratories are within police departments, others are not; some public laboratories provide testing for multiple prosecutor offices and police agencies, and some only for one; and some public laboratories are geographically close to their customers, and some are far away. All of these variables require different solutions to creating a CWG. However, with the use of conference calls and video technology, even the most distant customers can join in a meeting.

Forensic science is a critical part of a criminal investigation. A robust CWG is an important way to make sure that laboratories, prosecutors and police work together to assure that a public forensic laboratory contributes reliable forensic testing that will benefit the criminal justice system as a whole.

¹ Nebraska State Patrol Crime Laboratory mission statement.

² On rare occasions, a public forensic laboratory may provide testing for the defense, usually pursuant to court order. These rare occasions do not render the defense a customer, especially given that the defense is not in charge of the investigation and may often be in an adversarial relationship with the laboratory and its testifying criminalists.



The ASCLD Leadership Academy *Creating Leaders in the Forensic Community*

By Jeremy S. Triplett, ASCLD Board of Directors

By the time this Digest is published we will have nearly concluded the 1st ever ASCLD Leadership Academy, a product of countless hours of volunteer work by your ASCLD Training and Education committee, the four incredible instructors that agreed to put in an extraordinary amount of time for not much compensation, and the *seventy-six* students that signed up for a brand new, unknown training program. In the end it's truly been a great experience and one that I see catapulting our education offerings forward as an organization.

The Students

The Academy has always been about the students – our current and future leaders in forensic science. The Training and Education committee recognized several years ago that ASCLD ought to provide training for our newly hired supervisors – something to bridge the gap between analytical work and management. With that thought in mind, the committee spent more than 2 years planning

to make the Academy a reality. In the end, the 1st ASCLD Academy brought together 76 students, from 17 states, the District of Columbia, and Puerto Rico. It had students from Federal, State, and Local laboratories and covered all levels of management from bench analyst to laboratory system director. Students in the Academy covered every traditional forensic science discipline, including latent prints and crime scene. It was a great collection of perspectives and experiences that led to lively discussions!

The Successes

The 1st ASCLD Leadership Academy has been successful on so many levels. Enrollment alone exceeded my wildest expectations (early on, I recall telling Jay Henry that if we did not receive 50 student applications, I would start camping outside certain laboratories with a picket sign until they enrolled someone). By the time the Academy finishes, we will have delivered a full 40 hours of content split between 12 online webinars and 2 full days on-site at the ASCLD symposium to 76 enrolled students. That's 3,040 instruction-hours!

But numbers aren't everything. We're also hearing students talk about how much they've enjoyed the content and how they are implementing it in their laboratories. Several Arizona laboratories have multiple students in the Academy and they've told us that they are finding value in the group discussions they're having following each week's session. I've had students email me articles or quotes they come across that tie into content they've discussed in the webinars. Lastly, I've been asked on multiple occasions if an Academy student can use some of the content to teach the same concepts in their lab.

The Path Forward

The Leadership Academy has been a resounding success, but it's not a one-time completed project. We envision the Academy as an on-going, evolving, ever-improving program for our community. In 2015, we plan to offer the Leadership Academy again with both a 100-level "Basic" program similar to this year and a 200-level "Advanced" program that targets middle and senior management. Our long term plan also includes a 300-level "Command" program with content targeted to management of large laboratories or laboratory systems. Additionally, we are currently exploring ideas on how the Academy can interface with educational institutions to provide students with a formalized certificate recognition after completion.

The Thanks Due

The ASCLD Leadership Academy wouldn't be possible without an enormous collaborative effort. I owe a big thanks to the Training and Education committee who started talking about the idea years ago – particularly Jan Girten, Garry Bombard, Beth Kroupa, and Jody Wolf. Thank you also to Mark Dale, Wendy Becker, Tim Scanlan, and John Collins, our extraordinary instructors who have put so much work into the program. Lastly, thanks to the students who signed up and took part. We hope you have taken valuable instruction away from the program.

In their own words

“The ASCLD Leadership Academy has been exactly what I expected it to be, full of resources and information that I can use in my role as laboratory supervisor. It has been interesting to learn about different types of communication styles and how they apply in my laboratory. Completing the DiSC assessment and learning about the different personality types was very informative. It also has given me a better understanding of all the different personality types of my employees.

The modules on human resources and legal issues have proven to be very helpful for me as our human resource department is at another location from my lab. The overview of the personnel laws, their meaning and how they apply has been very informative.”

**-Beverly Wagoner
Kentucky State Police**

“The ASCLD Leadership Academy has been a very affordable way to obtain training on topics that pertain to management positions in a crime laboratory. Although some of the topics may not apply to my existing job, they may apply someday if I promote to a higher laboratory management position. In my opinion, there is no substitute for a classroom learning environment, but since multiple people from our lab are attending the webinar together we are able to conduct great side conversations that enhance the learning experience. I appreciate the time and effort that the ASCLD Training and Education Committee has put into creating a cost effective training class for crime laboratory leaders.”

**-Steve Butler
Arizona Department of Public Safety**

“The ASCLD Leadership Academy has provided current and relevant training for issues related to laboratory management. The topics presented have been enhanced by the presenters own experience and knowledge of the forensic science field. I have been able to incorporate knowledge gained from this class into my operations and look forward to hands-on and practical exercises that will be part of the onsite capstone class.”

**-Claire Dragovich,
DuPage County Sheriff’s Office**

“I have attended many management/leadership trainings in the past six years. Even though I learned a lot in my past “leadership” trainings, this academy focuses on specific issues dealt with in a forensic laboratory setting and has surpassed my expectations. This Leadership Academy has addressed how to deal with parent agencies, thriving in a law enforcement atmosphere, applicable performance matrices, and managing specialized talent just to mention a few. Real life issues specific to forensic laboratories are finally being addressed and discussed. I also enjoy the real time interactive chat and polls to view my colleagues’ comments and reactions to the instruction being given. I am also able to pose specific questions and receive immediate feedback. Even better is the opportunity to capstone this academy with a face-to-face interaction with the instructors and my

fellow colleagues. The webinars combined with a live face-to-face session is the perfect scenario to get specific issues addressed, brainstorm with colleagues, and hear how other laboratories have overcome challenging situations.

I am really impressed with this first Leadership Academy. It will only get better and feel that this Academy should be offered every couple of years. It has and will be a great benefit to me in my duties as Lab Director. I believe my staff will also benefit as I put some of this instruction into practice.”

**-Tara Valouch, City of
Tulsa Police Department**

ASCLD Webinar Series: Confronting Crime Laboratory Backlogs - Causes, Solutions, Expectations

By Adam Becnel, Cecilia Crouse, and Brian Gestring

The first ASCLD-sponsored webinar series was a success! Partnering with RTI International, ASCLD President Jay Henry, President-Elect Brady Mills and Executive Director Jean Stover assembled a team to produce and implement a seven part webinar on confronting crime laboratory backlogs. This free training explored at a deep level the issue many laboratories face. The seven-part series was divided into the following topics:

Webinar #1: Taking the First Steps Toward Backlog Reduction – Brian Gestring

This presentation described some initial steps Crime Laboratory Managers can take to address the root causes of problems that negatively affect the efficiency and effectiveness of their laboratory operations. This event also covered understanding what backlog is and outlining the steps necessary to define it within your laboratory system, identifying the customer of your laboratory services, developing customer working groups, and establishing business rules to become more efficient and effective.

Webinar #2: The Backlog Paradox: Doing Less is Doing More – Brian Gestring

This discussion centered on the fact that doing more with less is not only possible, it is a necessity. While crime laboratory backlogs have been a major problem in the forensic science industry for decades, federal funding through the National Institute of Justice has done wonders to help laboratories tackle their backlogs and expand their work capacities. However, because of rising expectations and more requests for services, backlogs continue to be a problem in several criminal jurisdictions in the United States. This one-hour webinar explained how laboratories can economize their work and make better use of their scarce resources.

Webinar #3: Managing Customer Expectations and Education – John Collins

This presentation discussed that since a crime laboratory backlog is nothing more than the accumulation of expected services that a laboratory has not yet completed, that every backlog, in its most fundamental form, relates directly to customer expectations. While resource limitations such as insufficient staffing are often limiting factors, excessive or unreasonable expectations on the part of customers and other stakeholders have exactly the same effect as a lack of resources. This webinar explained how laboratories can better manage customer expectations and work collaboratively with them to economize and prioritize the delivery of forensic science services in their jurisdiction.

Webinar #4: Case Acceptance, Policies and Guidelines – Cecilia Crouse

A critical component of a crime laboratory's management system involves policies and procedures for the submission of case evidence. These policies, often known as case submission, case acceptance, or case management policies, support and guide a laboratory's control over the demand for services, help prioritize forensic testing and prevent the accumulation of evidence

Implementation of these policies may be controversial and even misunderstood by crime scene personnel, investigators, and trial attorneys who may not understand the laboratory's rationale for instituting submission policies. This webinar covered the implementation of laboratory case management practices and policies to control the intake of case evidence.

Webinar #5: Efficiency Improvements – Adam Becnel

In this presentation attendees learned some general approaches to efficiency improvements proven to succeed in a crime laboratory environment. Specific examples of these concepts applied to real forensic case workflow in a full service crime laboratory were presented along with a healthy portion of lessons learned in these pursuits. Also covered were the fundamental “paradigm shifts” which are necessary to look at the role of more effective and efficient crime lab management.

Webinar #6: Increasing Your Staff without Increasing Your Budget – Adam Becnel

This presentation discussed innovative ways to increase the personnel at your lab without gaining additional permanent positions. These methods discussed have been proven successful within some state government entities and have dramatically impacted a full-service state crime lab (Louisiana) and have proven to be long-term solutions.

Webinar #7: Developing a Statewide Approach to Backlog Management – Brian Gestring

This final webinar discussed the fact that individual laboratory gains still face a significant obstacle in the lack of standardization in the approach to backlog management. Even something as basic as the lack of standardized definitions often precludes a full understanding of the backlog problem when comparing different laboratory systems. This is especially manifested within a multi-lab system. This presentation described New York's efforts to develop a Technical Working Group on Backlog Reduction (TWGback) that seeks to standardize the way backlog is defined in the state and develop best practices that New York Crime Laboratories use to address backlogs in a comprehensive manner.

Over the course of this free webinar series, 771 registered attendees received over 1000 instruction hours. To put this in perspective, imagine the cost to send one person for 40 hours of instruction. Now multiply that by 25! Feedback from the attendees gave this series high marks; visual quality was scored at 88%, topic interest was 86%, technical quality was 88%, objectives met was 91% and audio quality was 78%.

Of particular note, the instructors and attendees alike, noticed there was an active chat discussion occurring during the webinars. These fostered good discussion and a valuable look at how one compared to the “field”. Some selected poll questions were rather interesting as well:

- Half of respondents indicate turn-around times and production levels are used in employee performance plans.
- Half of respondents' employees do not receive customer service training, which means half of respondent's employees do.
- 100% of respondents have production status meetings to gauge progress longer than quarterly.

- 87% of respondents have management training for their management team
- Half of the respondents have a customer working group
- 16% of respondents do not have a working definition for “turnaround time”
- Almost half of respondents wish their system for monitoring and measuring productivity and efficiency were better
- 19% of respondents did not know how many crime laboratories were in their state
- 100% of respondents wanted additional webinars from ASCLD

Two quotes from attendees seem to summarize the spirit of the series:

"The topic is very timely and I feel that the presenters are fully engaged in presenting ideas to actually help labs address this issue rather than just telling us the issue exists. I feel I will gain valuable tools to help me address these issues in my laboratory. The biggest benefit was learning that collaboration and education are very significant aspects that must be achieved between crime laboratories and their "beneficiaries"."

A discussion about this series would not be complete without recognizing and thanking the instructors and moderators Brian Gestring, Cecelia Crouse, John Collins, Adam Becnel, Jay Henry, Brady Mills and Beth Kroupa, for their dedication, time and content. Equally crucial to the success of this endeavor are the staff and technical resources of RTI International: Erica Fornaro, Cameron Johnson and Josh Vickers. Many thanks to these very professional folks!

Note: If you missed the series, you can access archival versions at www.asclcd.org under training topics.