

Aren't management issues part of the solution to the forensic science crisis?

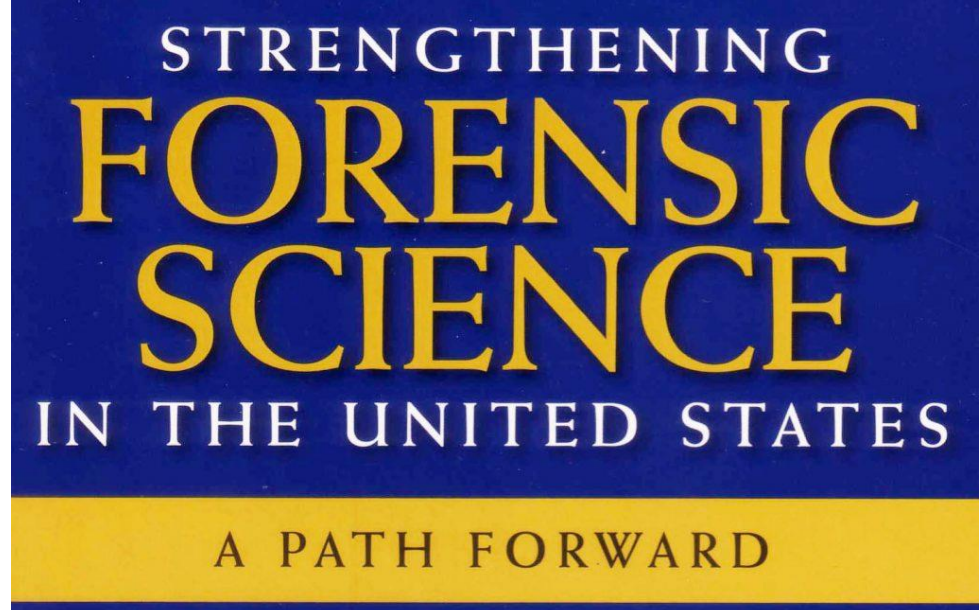


Which crisis? (1/2)

Cf. NAS report 2009.

Some recommendations:

- Remove crime labs from administrative control of law enforcement & prosecutors (4).
- Research in forensic science and bias (5).
- Mandatory accreditation & certification (7).
- Improve forensic science education; more fellowships, research grants (10).



-> Aren't these recommendations related to management?

Which crisis? (2/2)

The crisis is neither a:

- technical one (sophisticated accurate & precise machines, QM implemented)
- mission one (missions can be explained and clarified)
- expert one (many are educated, certified, working under QM regulations)



What if it were a management one?





Could it be a management one?

Management consists in organizing, conducting, regulating & administering.

It would be paradoxal to affirm the existence of this management crisis because we have at our disposal:

- management tools
- management educational programs
- management schools
- But (Wim Neuteboom et al., *Quality management...*):

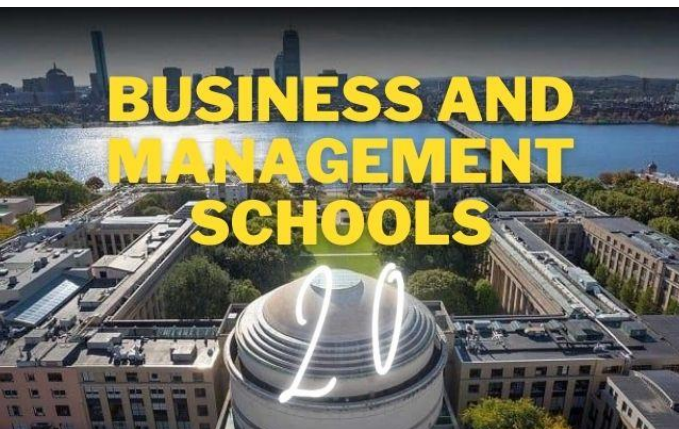


Table 4
Frequency and proportion of tasks considered forensic science by respondents.

What tasks best define what a forensic scientist does?	Yes		No		Total
	n	%	n	%	n
Crime scene investigation	48	49.5	49	50.5	97
Laboratory analysis	97	100.0	-	-	97
Interpretation of analyses, including statistics	87	89.7	10	10.3	97
Reporting of results	89	91.8	8	8.2	97
Testimony	79	81.4	18	18.6	97
Management of other scientists	37	38.1	60	61.9	97
Research	52	54.7	43	45.3	95



Management challenges

A manager in forensic science has to manage:

- techniques (buying & replacing machines)
- experts who don't need to be taught again in their speciality
- decentralization (Casey, 2019, *The Kodak Syndrom: Risks & Opportunities Created by Decentrallzation of Forensic Capabilities*)
- research & development (Weyermann et al., 2022, *Towards More Relevance in Forensic Research & development*)



Hence, what about an informed, uneducated manager in forensic science ?

Solving the problem?

Can we manage what we ignore?

- Necessity to teach young experts what forensic science is.
- > creation of an initial forensic course for people recently assigned to PJGN.

Can we manage experts as we manage « ordinary people »?

- Manager in forensic science should act like an orchestra conductor
- > creation of a MBA dedicated to forensic science.

Objective: get managers in forensic science able to manage a forensic service.

