

Annotated Guide for Indicator Development in Justice and Safety:

disrupt conventional governance by catalyzing change within an entire justice institution. Specifically, indicators can generate discussions and a shared understanding within the structural obstacles that can impede institutional performance, thereby providing a how to address these challenges.

Some institutions develop indicators for the purpose of strengthening institutional performance, as illustrated through the work of the Jamaican Constabulary Force (JCF). Since 2009, the JCF worked with the Program in Criminal Justice Policy and Management (PCJ) to develop an indicator of police performance that focuses on the ratio at which police searches convert to 'results.' This 'hit rate' indicator aims to assist managers in the nineteen police divisions in Jamaica, as well as officers in central command posts, to improve the effectiveness of law enforcement while simultaneously increasing public confidence in policing.

Jamaica's Commissioner of Police, Owen Lloyd Ellington, (2009-2014) used this indicator, as a statistical

in various phases of indicator implementation. In order for the hit rate indicator to be utilized most efficiently, it seems helpful to continue RPLSB's support to adequately implement the indicator. At the same time, the organization wants to make local divisions responsible for managing their deployments more effectively which means investing in appropriate staff and technology at the divisional and local levels. Currently, data clerks are primarily in charge of obtaining and inputt

The JCF Research Planning and Legal Services Branch (RPLSB) spearheaded the design and pilot testing of its “hit rate indicator” — a measure of yield for given amounts of police activity (e.g., raid, search). Implementation has primarily involved the use of a new “operations activities log form” as a standardized data collection tool to streamline entry into a database for monitoring. The RPLS Branch focused the pilot in Kingston Eastern, providing enhanced training, monitoring, and evaluation in 2011. Using the results from this pilot, the RPLS was able to garner official indications of higher political and operational support when, in early February 2012, JCF’s Commissioner of Police Owen Lloyd Ellington issued force orders that laid the foundation for the rollout of routine use of the operations activities log form island-wide starting March 2012.

In practice, the RPLSB faced two main obstacles to full implementation of the hit rate indicator: (1) limited capacity to monitor data and provide feedback

In contrast to both the Jamaica Constabulary Force and Sierra Leone Police, indicator development and implementation in the Criminal Investigation Division (CID) of the Bangladesh Police is being fostered within an environment in which data capacity and operational power are combined. For instance, CID leadership has focused on indicators of speed, especially in homicide investigation, piloting them using data collected over previous years looking at movement over time and the variation across CID offices. However, in order to move from the more private pilot stages to indicator use in management, the leadership had to make decisions as to the best ways to use the indicators logistically. They have started using them to focus discussions at quarterly CID crime conferences, which are mandatory for all CID investigating personnel. Furthermore, the leadership has also considered using them regularly for fortnightly meetings with senior leadership and divisional superintendents. While the indicator must always be “chaperoned” through the development and implementation process, implementation of an indicator in a context of aligned data capacity and operational power may be more straightforward and depend on individual decision-making.

How Would you Develop and Use a “Sibling Indicator”?

During Harvard Program in Criminal Justice 2012 Workshop on Indicators in Justice and Safety, Sulaiman Bah, the Director of Public Prosecutions (DPP) from Sierra Leone, coined a new term, “sibling indicators,” to refer to indicators that measure (a) features of a similar phenomenon in separate institutions or (b) complementary phenomena within the same institution. For instance, placing attention on and creating an indicator of _____ could create a perverse incentive for individuals to dispose of cases without allocating the appropriate level of thought to the case. A sibling indicator could measure _____. Together, two (or more) sibling indicators would provide a better picture of the impact of management decisions on justice.

In Sierra Leone, Mr. Bah was actually focused on improving _____. He prototyped an indicator measuring the time between four key events within the early “life” of cases that result in indictment: (1) the committal of a case to the High Court by the Magistrates’ court, (2) the reception of the deposition by the DPP, (3) the issuance of an indictment, and (4) the commencement of trial at the High Court. The time elapsed between the second and third event represent the bulk of the work under the DPP’s purview, while the time prior and after are dependent on the courts. Though the DPP contributes approximately 39% of the time elapsed between committal and commencement of indicted cases, Mr. Bah aimed to reduce the amount of time that the case spent in his office. While he sought to make his lawyers in his office more efficient, he recognized that the quality of police investigations contributed to delays in issuing indictments and started examining the early advice that the DPP’s office provides to police in all sexual and gender-based violence cases in the Western Region of Freetown. A potential sibling indicator could measure _____, or even _____. Another potential sibling indicator could focus on _____.

being investigated by the local police, often for a long period of time. In the face of overwhelming backlog and cases lingering in his agency for upwards of a year, Saiful Alam, the Deputy Inspector General, has prototyped multiple indicators focused on _____ He recognized that focusing on indicators of timeliness may detract or be at odds with _____ In an effort to make the CID more efficient, the agency may miss the overall goal of _____

So the CID leadership from the outset explored how the indicators of timeliness could be matched to potential sibling indicators that could help balance the emphasis on speed. For instance, the CID leadership has instructed managers to pay attention to the _____

_____ . An increasing number of "final reports" compared to "charge sheets" might indicate that investigating officers are meeting the demand of timeliness by rushing to issue a final report rather than fully assessing whether cases have merit.

How to Use Indicators to Improve the Timeliness of the Dispensation of Justice?

Many justice officials are concerned about the speed with which criminal cases are handled, considering the impact of delays on awaiting trial prisoners and the potential for secondary victimization. After all, justice delayed is justice denied. In pract