

Monitoring Unit Performance

How effective is your special victims unit (SVU)?

Leading a team of detectives in an SVU can prove to be incredibly challenging. In addition to the day-to-day demands of investigative response and team management, you—as an SVU supervisor—need to provide critical oversight to ensure the effectiveness and quality of your unit, including monitoring the performance of individual investigators. Implementing some simple quality assurance measures can provide your agency with opportunities to (1) identify and support current best practices and (2) recognize gaps and opportunities for improvement. This oversight task can be accomplished by collecting and assessing information from your agency’s data reports and records. Your ability to have a clear picture of detective unit performance is critical to ensuring a reliable, consistent measure of your unit’s response to sexual assault.

What key performance areas should you track?

Develop performance recap reports to track the following key unit measures: Investigator caseload, investigator case assignment, unit productivity, individual productivity, case clearances, and information about unounding of reports.

Sexual assault cases take a while to investigate, and reviewing caseloads based on how long cases have been open provides a more accurate picture of a detective’s caseload. If possible, detective caseloads should be reviewed at the beginning of each month; the reports should then be sent to the unit commander. These metric number reports should capture both individual investigator and overall unit assignments. Recommended metrics include the following:

Case Assignments (per investigator and unit) number of

- ◆ New cases assigned
- ◆ Total open cases
- ◆ Original reports (when investigators were original responders)
- ◆ Assists (i.e., detectives called out to assist with another case)
- ◆ Supplements written

Case Management (per investigator and unit) number of

- ◆ Unfounded cases
- ◆ Cases cleared by
 - arrest
 - exception
- ◆ Cases reclassified to non-crime
- ◆ Pending cases
- ◆ Cases with no activity (i.e., no supplements) in last 30 days

Case Submission (per investigator and unit) number of

- ◆ Cases submitted to the prosecution
- ◆ Turndowns by prosecutor
- ◆ Requests for further investigation sent by prosecutor
- ◆ Cases the prosecutor filed by
 - summons
 - warrants
 - complaints (charges filed)

This list is not all inclusive and can be customized to meet the individual needs of your unit and/or agency. As the current supervisor, you should review assessment areas and discuss them with the chain of command. It is also imperative that SVU investigators are aware of this supervisory oversight method and understand how it is used to review their performance.

This list of metrics was created from reports that experienced investigative supervisors have utilized and recommend for SVU monthly review. From the list, produce a report with the following: Monthly totals, last 60 days, last 90 days, and year to date.

How can you produce a performance recap report?

Many agencies employ crime analysts. Meet with your agency’s crime analysis unit (CAU). Determine what statistics and data the CAU currently captures. Ascertain the CAU’s capacity to retrieve these metrics regularly for the performance recap report. Administrative personnel within your agency or unit may also be able to produce the metrics. Provide the list of agreed-upon metrics you want to review each month as well as a list of individual investigators in the specified unit.

How should you read a performance recap report?

The captured information should be used to assess unit performance, capacity, progress on goals, and areas of concern/improvement for individuals or across the unit. The reports can help you complete critical agency and individual performance evaluations. The following pages provide an example performance recap report with annotations. The annotations indicate noteworthy conclusions and areas of concern.

Sample Performance Recap Report

PERFORMANCE RECAP—AUGUST 2018

SQUAD: 22		AUG	60	90	YTD		AUG	60	90	YTD
5614 WES, JOSE*	CASES ASSIGNED	9	20	34	67	SUPPLEMENTS	23	48	79	187
	OPEN CASES	34	39	52	92	ORIGINALS	—	—	—	—
	UNFOUNDED	—	—	1	2	ASSISTS	3	5	6	11
	NON-CRIME	3	4	5	15	SUBMITS	2	3	3	9
	CLEARED ARR	2	3	3	11	FURTHERS	1	1	1	3
	CLEARED EXC	—	2	3	9	TURNDOWNS	—	—	1	1
	PENDING	3	7	10	48	SUMMONS	—	1	1	1
	NO ACTIVITY-30	15	17	18	29	WARRANTS	—	—	—	—
						COMPLAINTS	1	1	2	5
*This detective has a high number of cases with no activity for 30 days. You may want to check in with him to review his progress on cases.										

SQUAD: 22		AUG	60	90	YTD		AUG	60	90	YTD
5714 YANG, TROY	CASES ASSIGNED	11	22	31	75	SUPPLEMENTS	26	42	89	226
	OPEN CASES	14	30	42	81	ORIGINALS	—	1	1	3
	UNFOUNDED	—	—	1	1	ASSISTS	3	7	12	35
	NON-CRIME	4	8	12	34	SUBMITS	1	2	2	9
	CLEARED ARR	2	2	3	8	FURTHERS	—	—	1	2
	CLEARED EXC	2	2	3	11	TURNDOWNS	1	1	1	1
	PENDING	9	22	31	106	SUMMONS	—	—	—	—
	NO ACTIVITY-30	—	2	3	9	WARRANTS	—	1	2	3
						COMPLAINTS	1	1	2	4

SQUAD: 22		AUG	60	90	YTD		AUG	60	90	YTD
6048 CLINT, JULIE*	CASES ASSIGNED	11	21	33	80	SUPPLEMENTS	21	36	55	130
	OPEN CASES	37	40	55	100	ORIGINALS	—	—	—	1
	UNFOUNDED	2	2	3	3	ASSISTS	—	1	2	4
	NON-CRIME	3	5	8	33	SUBMITS	1	1	3	7
	CLEARED ARR	1	2	2	7	FURTHERS	—	—	—	—
	CLEARED EXC	—	—	3	5	TURNDOWNS	—	1	1	2
	PENDING	6	11	18	59	SUMMONS	—	—	—	—
	NO ACTIVITY-30	1	3	4	12	WARRANTS	—	—	—	—
						COMPLAINTS	—	—	—	2
*This detective unfounded two cases this month. This is an opportunity to review those cases and make sure the detective meets official guidelines for unfounding cases.										

SQUAD: 22		AUG	60	90	YTD		AUG	60	90	YTD
6230 MAYE, KIT*	CASES ASSIGNED	9	15	22	73	SUPPLEMENTS	9	15	27	102
	OPEN CASES	10	21	35	81	ORIGINALS	—	—	—	—
	UNFOUNDED	—	—	—	—	ASSISTS	3	4	6	16
	NON-CRIME	4	7	10	31	SUBMITS	1	3	6	8
	CLEARED ARR	1	2	3	8	FURTHERS	—	1	1	1
	CLEARED EXC	1	2	5	9	TURNDOWNS	—	—	1	2
	PENDING	12	19	25	103	SUMMONS	1	1	1	1
	NO ACTIVITY-30	—	—	4	4	WARRANTS	—	—	—	—
						COMPLAINTS	1	1	2	5
*This detective has not written many supplemental reports this month. Check in to make sure she is appropriately documenting her investigative efforts.										

Sample Performance Recap Report

PERFORMANCE RECAP—AUGUST 2018

SQUAD: 22		AUG	60	90	YTD		AUG	60	90	YTD
6952 FUR, TIM*	CASES ASSIGNED	11	20	31	74	SUPPLEMENTS	48	72	86	208
	OPEN CASES	27	35	48	124	ORIGINALS	—	1	1	4
	UNFOUNDED	8	10	12	17	ASSISTS	5	5	8	34
	NON-CRIME	3	6	8	22	SUBMITS	5	6	9	23
	CLEARED ARR	4	6	5	20	FURTHERS	2	3	4	8
	CLEARED EXC	1	2	3	7	TURNDOWNS	1	2	4	10
	PENDING	13	30	45	297	SUMMONS	—	—	—	—
	NO ACTIVITY-30	—	5	6	8	WARRANTS	—	—	—	—
						COMPLAINTS	—	1	1	8
	<p>*This detective has unfounded a large number of cases this year and has received several requests for further investigation from the prosecutor. This is an opportunity to review the quality of his investigations, bring information to his performance review, and note training needs. Implementing a supervisor case review before submitting cases to the prosecutor may decrease requests for further investigation.</p>									

SQUAD: 22		AUG	60	90	YTD		AUG	60	90	YTD
7721 DURM, KYLE	CASES ASSIGNED	8	15	24	96	SUPPLEMENTS	82	101	137	280
	OPEN CASES	20	26	40	121	ORIGINALS	—	—	2	10
	UNFOUNDED	—	—	—	1	ASSISTS	14	15	20	28
	NON-CRIME	2	4	9	43	SUBMITS	2	4	5	16
	CLEARED ARR	1	2	5	18	FURTHERS	—	—	—	—
	CLEARED EXC	2	5	7	13	TURNDOWNS	—	—	2	3
	PENDING	12	30	43	301	SUMMONS	—	—	—	—
	NO ACTIVITY-30	2	2	2	2	WARRANTS	—	1	—	2
						COMPLAINTS	2	2	—	6

SQUAD: 22		AUG	60	90	YTD		AUG	60	90	YTD
8227 GEM, MARY	CASES ASSIGNED	—	1	3	14	SUPPLEMENTS	16	35	48	132
	OPEN CASES	17	20	25	33	ORIGINALS	—	1	1	4
	UNFOUNDED	—	—	—	1	ASSISTS	2	5	9	20
	NON-CRIME	—	2	3	10	SUBMITS	1	1	2	4
	CLEARED ARR	1	1	2	10	FURTHERS	—	1	1	2
	CLEARED EXC	3	3	5	12	TURNDOWNS	—	1	1	1
	PENDING	—	2	3	692	SUMMONS	—	—	—	—
	NO ACTIVITY-30	—	—	1	7	WARRANTS	—	—	—	—
						COMPLAINTS	—	—	—	1

SQUAD: 22		AUG	60	90	YTD		AUG	60	90	YTD
TOTALS	CASES ASSIGNED	59	114	178	479	SUPPLEMENTS	225	349	521	1,265
	OPEN CASES	159	211	297	632	ORIGINALS	—	3	5	22
	UNFOUNDED	10	12	17	25	ASSISTS	30	42	63	148
	NON-CRIME	19	36	55	188	SUBMITS	13	20	30	76
	CLEARED ARR	12	17	23	82	FURTHERS	3	6	8	16
	CLEARED EXC	10	16	29	66	TURNDOWNS	2	5	11	20
	PENDING	55	121	175	1,606	SUMMONS	1	2	2	4
	NO ACTIVITY-30	18	29	38	71	WARRANTS	—	2	2	5
						COMPLAINTS	5	6	7	31
<p>Review these unit or squad totals monthly and consider the following questions:</p> <ul style="list-style-type: none"> —Are cases moving forward? —Are there issues that should be discussed with the prosecutor's office? —Are there any gaps that indicate training needs? —Are there implications for resources that your unit needs? 										