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Office of the General Counsel
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CG-3, 15th Floor
Washington, DC 20530-0001
[USMS\) Freedom of Information Act \(FOIA\) Portal](#)

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U.S. Department of Justice

United States Marshals Service

Office of General Counsel

*CG-3, 15th Floor
Washington, DC 20530-0001*

February 26, 2024

Re: Freedom of Information Act Request No. 2021-USMS-362515
Subject: FOIA Request re former request 2021USMS36154

Dear Requester:

The United States Marshals Service (USMS) is responding to your Freedom of Information Act (FOIA) request received by USMS on April 14, 2021 for the following:

"Pursuant to the provisions of the freedom of Information Act, I hereby request an electronic/digital copy of each of the following USMS Publications: USMS Pub 3: U.S. Marshals Service Past and Present USMS Pub 4: 2015 Master Agreement USMS Pub 5: USM Leadership Guide USMS Pub 9: Prisoner Health Care Guidance to Districts USMS Pub 14: USMS Law Handbook: (all five Parts) USMS Pub 20: Air Surveillance Brochure USMS Pub 22(7): Service of Writs of Restitution USMS Pub 29: Protective Investigation Checklist USMS Pub. 49: International Investigation Guide USMS Pub 64, Volumes 1 & 2: Requirements and Specifications for Special Purpose and Support Space Manual USMS Pub 64, Volume 3: Judicial Security Systems Requirements and Specifications PLEASE RELEASE ALL SEGREGABLE PORTIONS OF OTHERWISE EXEMPT RECORDS.."

Pursuant to your request, the USMS conducted a search for records responsive to your request and located 126 pages of responsive documentation within the following offices/divisions:

Management Support Division

To withhold a responsive record in whole or part, an agency must show both that the record falls within a FOIA exemption, 5 U.S.C. § 552(b), and that the agency "reasonably foresees that disclosure would harm an interest protected by exemption." See § 552(a)(8)(A)(i)(I); Machado Amadis v. U.S. Dep't of State, 971 F.3d 364 (D.C. Cir. 2020). As described in this correspondence, the USMS reviewed responsive records to your request and asserted FOIA exemptions as appropriate. Further, the USMS has determined it is reasonably foreseeable that disclosure of the withheld information would harm an agency interest protected by the exemption. These pages are released to you with portions of 30 page(s) withheld and 0 page(s) withheld in full pursuant to the following Exemptions of the FOIA, 5 U.S.C. § 552(b):

(b)(6), FOIA Exemption (b)(6) allows an agency to withhold personnel, medical, and similar files, the disclosure of which would constitute a clearly unwarranted invasion of personal privacy. Records that apply to or describe a particular individual, including investigative records, qualify as “personnel,” “medical,” or “similar files” under Exemption 6. A discretionary release of such records is not appropriate. See *United States Department of Justice (DOJ) v. Reporters Committee for Freedom of the Press*, 489 U.S. 749 (1989).

(b)(7)(C), FOIA Exemption (b)(7)(C) protects records or information compiled for law enforcement purposes to the extent that the production of such records or information could reasonably be expected to constitute an unwarranted invasion of personal privacy. A discretionary release of such records is not appropriate. See *United States Department of Justice (DOJ) v. Reporters Committee for Freedom of the Press*, 489 U.S. 749 (1989). Accordingly, the personally identifiable information of law enforcement officers and government employees was withheld from the responsive documentation. The disclosure of such sensitive information contained in records compiled for law enforcement purposes to the public could subject law enforcement officers and other government personnel to harassment and unwelcome contact. This could disrupt and impede official agency activity, as well as endanger the safety of law enforcement officials. Additionally, the personally identifiable information of third parties named in the records was withheld. The disclosure of third-party information could constitute an unwarranted invasion of personal privacy and subject the individuals to embarrassment, harassment, and undue public attention. Individuals have a recognized privacy interest in not being publicly associated with law enforcement investigations, not being associated unwarrantedly with alleged criminal activity, and controlling how communications about them are disseminated.

(b)(7)(E), FOIA Exemption (b)(7)(E) exempts from release information that would disclose law enforcement techniques or procedures, the disclosure of which could reasonably be expected to risk circumvention of the law. Public disclosure of law enforcement techniques and procedures could allow people seeking to violate the law to take preemptive steps to counter actions taken by USMS during investigatory operations. Information pertaining to case selection, case development, and investigatory methods are law enforcement techniques and procedures that are not commonly known. The disclosure of this information serves no public benefit and would have an adverse impact on agency operations. Furthermore, public disclosure of information such as internal URLs, codes, and internal identifying numbers could assist unauthorized parties in deciphering the meaning of the codes and numbers, aid in gaining improper access to law enforcement databases, and assist in the unauthorized party's

navigation of these databases. This disclosure of techniques for navigating the databases could permit people seeking to violate the law to gain sensitive knowledge and take preemptive steps to counter actions taken by USMS during investigatory operations. The disclosure of this information serves no public benefit and would not assist the public in understanding how the agency is carrying out its statutory responsibilities.

(b)(7)(F), FOIA Exemption (b)(7)(F) protects law enforcement information that "could reasonably be expected to endanger the life or physical safety of any individual." 5 U.S.C. § 552(b)(7)(F) (2006), amended by OPEN Government Act of 2007, Pub. L. No. 110175, 121 Stat. 2524. Courts have routinely upheld the use of Exemption (b)(7)(F) to protect the identities of law enforcement agents, as well as protect the names and identifying information of non-law enforcement federal employees, local law enforcement personnel, and other third persons in connection with particular law enforcement matters. See *Rugiero v. DOJ*, 257 F.3d 534, 552 (6th Cir. 2001); *Johnston v. DOJ*, No. 97-2173, 1998 WL 518529, *1 (8th Cir. Aug. 10, 1998).

For your information, Congress excluded three discrete categories of law enforcement and national security records from the requirements of the FOIA. See 5 U.S.C. 552(c) (2006 & Supp. IV (2010)). This response is limited to those records that are subject to the requirements of the FOIA. This is a standard notification that is given to all our requesters and should not be taken as an indication that excluded records do, or do not, exist.

If you are not satisfied with the United States Marshals Service (USMS) determination in response to this request, you may administratively appeal by writing to the Director, Office of Information Policy (OIP), United States Department of Justice, 441 G Street, NW, 6th Floor, Washington, D.C. 20530, or you may submit an appeal through OIP's FOIA STAR portal by creating an account on the following website: <https://www.justice.gov/oip/submit-and-track-request-or-appeal>. Your appeal must be postmarked or electronically transmitted within 90 days of the date of my response to your request. If you submit your appeal by mail, both the letter and the envelope should be clearly marked "Freedom of Information Act Appeal."

You may also contact Charlotte Luckstone or our FOIA Public Liaison at (703) 740-3943 for any further assistance and to discuss any aspect of your request. Additionally, you may contact the Office of Government Information Services (OGIS) at the National Archives and Records Administration to inquire about the FOIA mediation services they offer. The contact information for OGIS is as follows: Office of Government Information Services, National Archives and Records Administration, Room 2510, 8601 Adelphi Road, College Park, Maryland 20740-6001; e-mail at ogis@nara.gov; telephone at 202-741-5770; toll free at 1-877-684-6448; or facsimile at 202-741-5769.

Sincerely,

/s/ ERT for

Charlotte Luckstone
Senior Associate General Counsel
FOIA/PA Officer
Office of General Counsel

Enclosure



United States Marshals Service U.S. Marshal Leadership Guide



Information and Inspiration for the position of U.S. Marshal

If embedded hyperlinks within the electronic version of the U.S. Marshal Leadership Guide are not routing due to system updates after publishing, please copy and paste the hyperlink into an appropriate search engine as an alternative solution.





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**BE BOLD.
BE STRONG.
BE SAFE.**

CHAPTER 1: MESSAGE FROM THE DIRECTOR



For more than two centuries, U.S. Marshals have stood as an enduring symbol of devotion to law enforcement, upholding justice and protecting the citizens of this great nation. Our history is a storied one, full of larger-than-life personalities and brave heroes, who helped tame wild frontiers and build a young nation. From legends like Bass Reeves and Wyatt Earp to Wild Bill Hickok and Frederick Douglass, America's Star has long served as a symbol of Justice, Integrity and Service.

Today's U.S. Marshals are even more important. Everything we do — from protecting the judiciary and witnesses to transporting prisoners to finding fugitives to recovering endangered children — is essential to the framework of the nation's judicial system. Our primary mission is protecting the Nation's federal judiciary and the rule of law. You are now part of this vital mission. As a U.S. Marshal, you have a great responsibility to the districts you serve and lead.

It is my honor to introduce this living leadership guide and the tools, tips and resources to support you as leaders. This guide will be invaluable to your growth as a U.S. Marshal, and as a community leader. Much of the information contained on these pages derives from the experiences of past U.S. Marshals to help you as you assume or continue your role as leaders, who shape the future of our great organization.

This guide was created primarily by U.S. Marshals for U.S. Marshals. I hope you find the information contained here to be valuable, insightful, and helpful during your journey as a U.S. Marshal.

Great leadership is absolutely necessary to accomplishing our mission set. I strongly believe the basic principle that the best leaders are those who are devoted to the study and practice of leadership throughout life's long journey.

Have a great journey!

A handwritten signature in black ink that reads "Donald W. Washington". The signature is fluid and cursive.

Donald W. Washington
Director

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**"EMBRACE THE
RICH HISTORY
OF THE U.S.
MARSHALS SERVICE
... IT IS FILLED
WITH STORIES OF
SUCCESES AND
SACRIFICES THAT
PROVIDE A BETTER
UNDERSTANDING
OF OUR AGENCY
AND OF OUR
DUTIES."**

**—Johnny L. Kuhlman,
U.S. Marshal,
Western District of
Oklahoma**

CHAPTER 2: HISTORY OF THE U.S. MARSHALS SERVICE IN BRIEF

By David S. Turk, Agency Historian*



***NOTE: THE FOLLOWING CONTAINS MODIFIED EXCERPTS FROM FORGING THE STAR, WRITTEN BY DAVID S. TURK. IN ADDITION TO THE ORIGINAL MATERIAL, THERE IS ALSO INFORMATIONAL SEGMENTS FOUND ON THE UNITED STATES MARSHALS SERVICE INTERNET SITE.**

FROM THE BEGINNING

In 1789, the Federal Judiciary Act welded United States Marshals and their Deputy United States Marshals together with the Federal Courts to create an unbreakable bond in the protection of constitutional values and the principles of justice. While much has changed over time, the vast array of duties carried out by our deputies refined our personnel into the “mechanics” of the federal law enforcement community. From the beginning, the United States Marshals Service multiplied strengths to meet its many mission requirements.

THE FEDERAL JUDICIARY ACT AND THE FIRST U.S. MARSHALS

The U.S. Marshals were founded with the Federal Courts in Sections 27 and 28 of the Federal Judiciary Act of September 24, 1789. The overall legislation was Senate Bill No. 1, in the initial United States Congress. This bedrock measure provided

our organizational baseline and explains our many changing missions to this day. It's fair to say the Judiciary Act transformed the U.S. Marshals alongside the development of the nation.¹

The specific text of Sections 27 and 28 was instrumental in those changes. The first provides for a political appointee as U.S. Marshal for each judicial district, and the power to delegate powers to Deputy U.S. Marshals.

And be it further enacted, That a marshal shall be appointed in and for each district for a term of four years, but shall be removable from office at pleasure, whose duty it shall be to attend the district and circuit courts when sitting therein, and also the Supreme Court in the district in which that court shall sit.(b) And to execute throughout the district, all lawful precepts directed to him, and issued under the authority of the United States, and he shall have the power to command all necessary assistance in the execution of his duty, and to appoint as shall be occasion, one or more deputies...²

U.S. MARSHALS AND DEPUTY U.S. MARSHALS

Several highlights should be noted from Section 27 of the Federal Judiciary Act of September 24, 1789. As today, this legislation provided for one political appointment as “United States Marshal” and civilian “Deputy United States Marshals.” Long careers were not envisioned at this early date, as U.S. Marshals served a four-year term or at the pleasure of the president of the United States. Most deputies worked briefly. Even though some deputies experienced a long career, others served abbreviated time periods due to events or established term periods. This necessitated the rank of “Special Deputy U.S. Marshal.” From this concept developed the role of the posse in the Old West, and later non-agency personnel in modern-day task forces. It also allowed for hybrid service—a cross-deputation in certain cases. For example, Lincoln County Sheriff Patrick Garrett, the famed pursuer of the outlaw Billy the Kid in Territorial New Mexico, was cross deputized as a Special Deputy U.S. Marshal.³

Detail from the painting, “Enter the Law” by Edward Ward, 1925

As the nation expanded westward, the U.S. Marshals was the only federal law enforcement organization in the unorganized territories.

(Retrieved from the U.S. Marshals Service Internet History Site)



WITH WIDE-RANGING AUTHORITY COMES VAST TERRITORY AND EXPANSIVE DUTIES



The organizational model for the U.S. Marshal was based on the Colonial Era vice-admiralty courts. This enabled the U.S. Marshal enforcement authority on federal laws across jurisdictional lines to deal with issues such as coastal piracy and the custody of prisoners from other districts.⁴ This wide-ranging authority is explained in Section 28 of the Federal Judiciary Act. The article addressed the power to execute process, sworn personnel, and continuity in office. While Section 27 defined the office, Section 28 was the fuel for effectively accomplishing the job.⁵

Their original function, beyond Section 28, comprised many duties over which we no longer maintain responsibility. Many of these are currently done by other federal organizations. Examples of duties included the execution of the Federal Census until 1870 and the pursuit of counterfeit operations until the advent of the Secret Service in 1865. The U.S. Marshals Service acquired many formal functions, including the Witness Security Program and the Seized Assets Management Program. These functions included judicial protection, prisoner transportation, service of process, and maintaining order during civil disturbances. The multitude and diversity of these functions characterize the agency today.

Deputy U.S. Marshal Ada Carnutt was one of the first women to wear a badge. In 1893, she arrested two forgers and personally escorted them to jail. Like all deputies of her era, she was tough and ready to face a wide range of situations.

(Retrieved from the U.S. Marshals Service Internet History Site)



ORGANIZATIONAL DEVELOPMENT AND OVERSIGHT

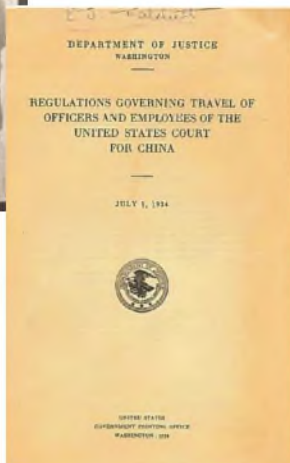
Equally complicated was the historical supervision of the U.S. Marshals. If asked, many people assumed the U.S. Attorney General managed them throughout their existence. In fact, the organization wandered from the initial purview of the State Department, followed by a decade of hybrid supervision that included the Interior Department, before they arrived under the general jurisdiction of the Attorney General in 1861. The founding of the Department of Justice in 1870 gave the U.S. Marshals a permanent home.⁶

A LASTING LEGACY EMERGES WHILE DUTIES SHIFT OVER TIME

The public perception of the Deputy U.S. Marshal changed over the course of time. They were most often seen in the federal territories of the Old West. The absence of state authorities amplified their presence. Territorial events that involved Deputy U.S. Marshals such as the gunfight near Tombstone's OK Corral (Arizona Territory, October 1881), the Lincoln County War (New Mexico Territory, 1878-79), and the major gunfight with the Doolin Gang at Ingalls (Oklahoma Territory, September 1893) produced bold personalities such as Wyatt Earp and his brothers, Wild Bill Hickock, Bass Reeves, and "Catch 'Em Alive Jack" Abernathy -- a small sample of legendary deputies in the American story. As territories became states, their visibility lessened.⁷

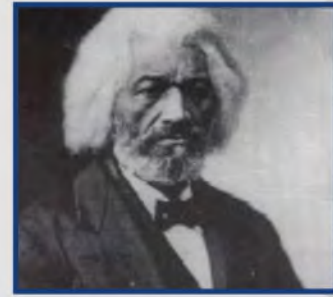


The image of the frontier Deputy U.S. Marshal with a six-shooter was shelved at the closing of the Old West, with a few exceptions. New federal law and regulatory enforcement agencies appeared, such as the Bureau of Narcotics, the Federal Bureau of Investigation, and the Internal Revenue Service. The new agencies and their missions reduced the duties formerly carried out by U.S. Marshals, like taking the federal census and shutting down illicit whiskey stills. As the new entities chipped away at their mission areas, the deputies still kept careful watch over existing federal territories. In addition, they continued important duties in the Panama Canal Zone and consular courts overseas, including China and the Ottoman Empire. Overall, the presence of deputies steadily diminished with the changes, and the U.S. Marshals went from enforcing federal laws with a broad range of powers to primarily court-bound tasks, like service of process. The importance of judicial protection was crucial and seen as an honorable duty. However, the romantic visions invoked by Special Deputy U.S. Marshal and Lincoln County Sheriff Pat Garrett chasing Billy the Kid through the arid valleys of New Mexico were not similar.⁸



Before the Civil War, Frederick Douglass became one of the best-known opponents of slavery and a leader in the abolitionist cause. In 1877, he was appointed U.S. Marshal for the District of Columbia by President Rutherford B. Hayes - thus becoming the first African American to hold this position.

(Retrieved from the U.S. Marshals Service Internet History Site)



THE TELLING OF LEGENDS



Although collectively known as the "Three Guardsmen of Oklahoma," William "Bill" Tilghman, Henry "Heck" Thomas, and Chris Madsen (left to right) were instrumental in bringing law and order to the Indian and Oklahoma Territories in the late 1800s.

(Retrieved from the U.S. Marshals Service Internet History Site)

As America moved into a new age, the image of the Deputy U.S. Marshal developed from other sources. In 1915, former Deputy U.S. Marshal William Tilghman filmed himself and some living legends and villains in *The Passing of the Oklahoma Outlaws*. The new medium of "moving pictures" brought law and order to the screen. People could see their heroes and villains, or at least the actors who played them. Films allowed audiences to have their own memories. Western films and books fostered the legends of the Old West. In fact, during the 1920s and 30s, some legends of the Old West were still alive.⁹ Bat Masterson, a Deputy U.S. Marshal in 1905, was an aged sportswriter in New York. Tombstone, Arizona, legend Wyatt Earp had moved to San Francisco where he developed a reputation as a sportsman and gambler. Retired U.S. Marshal Evitt D. Nix of Oklahoma returned to life as a businessman in Guthrie after leaving the agency. They wrote memoirs and magazine articles around the same time popular new texts on Billy the Kid and Jesse James were published.¹⁰

However, movies and memoirs could not assign new duties to the U.S. Marshals. By the 1920s, U.S. Attorneys turned to the Federal Bureau of Investigation, under Director J. Edgar Hoover, for investigative and enforcement support. In October 1935, Special Assistant to the Attorney General Alexander Holtzoff went so far as to state the enforcement duties of the U.S. Marshals were "limited to the court room and its immediate vicinity."¹¹ Perhaps Holtzoff's shortsighted view foreshadowed future developments, but time proved they were incorrect. Deputies during that time performed other functions, such as the registration of aliens, prohibition enforcement, and the protection of the courts.¹²

AN AGILE FORCE FIELD

The name "United States Marshal" looms large. Some of that is historical reputation—whether this happened in the Old West, Civil Rights Era, or in their present-day duties, which include sex offender enforcement and finding "the worst of the worst." As then, our agency remains small in number. In 2013, the agency employed over 5,600 total employees; 4,000 of these were operational deputies and criminal investigators. There are 94 presidentially-appointed U.S. Marshals—one in each federal court district. To ensure flexibility, districts are not only found within states, but also in the U.S. protectorates, commonwealths, and territories. Deputy U.S. Marshals are found in multijurisdictional task forces with state and local authorities to enhance the agency's reach to catch criminals. Indeed, part of the reason the U.S. Marshals Service succeeds is due to its adjustable workforce.¹³

A UNIFYING FORCE

The U.S. Marshals Service has an advantage in its heritage. The agency is the oldest federal law enforcement organization in the United States because of its professional administrative and operational employees. Personnel understand the value of their heritage; they handle dangerous situations, regardless of how unpopular they might be. This repetitive fact is woven into our mission's historical fabric.



U.S. Marshals and the Pentagon Riot on Oct. 21, 1967



U.S. Marshals and Ku Klux Klan March in D.C. on Oct. 28, 1990



U.S. Marshals and Gulf War Demonstrators in San Francisco, 1990

The U.S. Marshals have played a direct role in mediating the relationship between the federal government and civilians, and upholding the law and the constitution. The U.S. Marshals were frequently the center of the storm in the controversy and strife that denotes much of American history.

(Retrieved from the U.S. Marshals Service Internet History Site)

The demarcation of the origins for the U.S. Marshals' modern history is as difficult to explain as the general question of what the organization does. The term "service" did not exist in the name until the late 1960s. In December 1956, the official formation of Headquarters came through another name—"The Executive Office for United States Marshals." Until then, functionality was through the districts, and each U.S. Marshal "called the shots." The Executive Office afforded a separate identity and provided oversight in the form of a Chief United States Marshal.¹⁴ However, 1956 was not the year that marked the beginning of the modern period for the U.S. Marshals. It was a gradual shift and the need for standardization that created Headquarters.

By 1941, a nationally issued badge appeared. The decision of badge design previously rested with each district's U.S. Marshal. Further change toward a centralized publication brought about the United States Marshals Bulletin five years later. The new handout was a neatly packaged report, primarily containing information on regulations and financial matters. In addition, the Bulletin included historical facts and personal achievements. It was an independent publication intended for internal audiences. With these two unifying features, the modern history of the U.S. Marshals began.¹⁵



1st National Issue (1941-70)

This badge was known as the "IKE" or "Eagle Top" variety. The Department of Justice issued these with three distinct rank designations:

Marshal, Chief Deputy, and Deputy. Several contracted companies made the badge, and for accountability, they were numbered. On the reverse, many contained a phrase that the badge alone did not convey authority. They were gold in color.



2nd National Issue (1970-80)

With a new name—The United States Marshals Service—and accompanying structural changes, a new badge design contained the adjustments.

Unlike the first issue, which was a pin-back, the second variety had a clip on the reverse for easy attachment to a credential case or belt.



The badge was manufactured by V.H. Blackinton Company and issued from Headquarters. Subsequently, this was nicknamed the "Patty Hearst badge" because of the many

pictures of deputies photographed at official appearances with her during the mid 1970s.

(Inset retrieved from the U.S. Marshals Service Internet History Site)

A MAGNETIC FORCE

By 1941, the U.S. Marshals wandered the frontiers of bureaucratic reform for some time but sought an independent identity. At that time, no one really knew the organization would be expanding its responsibilities. The limited autonomy started the road to growth. By the late 1960s, it was apparent the missions of the Executive Office for U.S. Marshals had outgrown its borders. The Marshals Service had several brushes with bureau status before finally receiving it permanently. Even then, the undefined tug-of-war between a burgeoning Headquarters and the districts was inevitable. As the agency matured, the process was not unlike a child becoming an adult. There were growing pains, proud achievements, and at times rattled nerves. Each passing decade pointed to a new direction.



Chief U.S. Marshal James McShane, escorting James Meredith at the University of Mississippi, discusses registration with state officials.

The U.S. Marshals and the Integration of the University of Mississippi

"I think last night was the worst night I ever spent.... [The deputies] were out there with instructions not to fire. They were fired on, they were hit, things were thrown at them. It was an extremely dangerous situation.... And I think it was that close. If the tear gas hadn't arrived in that last five minutes, and if these men hadn't remained true to their orders and instructions, if they had lost their heads and started firing at the crowd, you would have had immense bloodshed, and I think it would have been a very tragic situation.... So to hear these reports that were coming in to the President and to myself all last night - when the situation with the state police having deserted the situation, and these men standing up there with courage and ability and great bravery - that was a very moving period in my life."

-- Attorney General Robert F. Kennedy, October 1, 1962

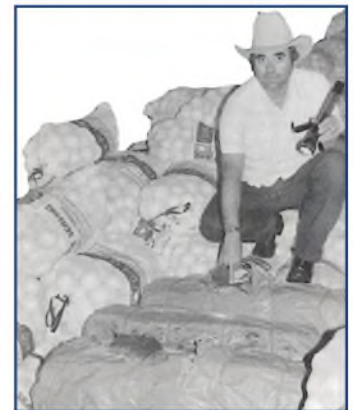
(Insert retrieved from the U.S. Marshals Service Internet History Site)

THE FORGED STRUCTURE CONTINUES TO STRENGTHEN

Throughout each decade, a glimpse of the modern structure began to emerge. A key development occurred in October 1979, when the agency's enforcement responsibilities expanded into fugitive investigations. A Memorandum of Understanding with the Federal Bureau of Investigation opened the door to a new permanent function for Deputy U.S. Marshals. It acquired responsibility for federal probation, parole, and mandatory release violators, in addition to jurisdiction of bond default and escapee cases. The U.S. Marshals Service increased its visibility through organized, multi-agency sweeps, Fugitive Investigative Strike Teams (FIST), and the "Fifteen Most Wanted" fugitive program developed in 1983. "The worst of the worst" were included on the latter, exemplified by Josef Mengele, Nazi fugitive, and Alphonse "Allie Boy" Persico, from the Colombo crime family.

Operational endeavors expanded rapidly. The FIST sweeps were replaced by named operations such as Trident and Southern Star. The agency focused on high-intensity drug trafficking areas and developed a more permanent solution in regional fugitive task forces. Public dissention over reproductive clinics and a rash of fires at African American churches identified a need for a greater analytical capability in the agency.

The 1990s saw the emergence of homegrown terrorism against the courts and elsewhere. In August 1993, defendant Jack Gary McKnight, armed with automatic





guns and explosives, shot a court security officer and created havoc in the federal building in Topeka, Kansas. The culmination of a string of incidents occurred when Timothy McVeigh set explosives at the Alfred P. Murrah Federal Building in April 1995. U.S. Marshals Service personnel were among the first responders on the scene. The agency, adapting to these violent incidents, responded vigorously. To safeguard the court and other federal facilities, the U.S. Marshals Service quickly researched and developed formulas for ranking nationwide facilities. Within eight weeks, the agency penned a groundbreaking report that became the blueprint for the times. “The Vulnerability Assessment of Federal Facilities,” published in June 1995, was a top request from governmental facilities for over a decade, and its guidance still resonates in the design, construction, and renovation of all federal facilities.

21ST CENTURY FORTITUDE

The 21st Century proved no less challenging than those before. After terrorists attacked targets in New York and Washington, D.C., on September 11, 2001, the U.S. Marshals Service responded immediately. Those near the devastation immediately began search and rescue efforts, and deputies rushed to secure airports while also playing a major role in nationwide public safety initiatives. At the time, the Department of Homeland Security did not exist, making the U.S. Marshals Service a critical organization during and after the crisis.



Photo from The Associated Press

When an angry defendant killed U.S. District Judge Joan Lefkow’s husband and mother in February 2005, the agency modernized its assessment and security processes. The Office of Protective Intelligence formed within the Judicial Security Division and dedicated the Threat Management Center two years later.



The use of task forces and multijurisdictional operations increased. International offices opened in the Dominican Republic, Jamaica, and Mexico. The agency provided training and guidance in setting up secure judicial environments overseas, notably in Colombia and Iraq. Domestically, the Federal and Local Cops Organized Nationally, or FALCON, operations combined federal, state, and local resources in the largest proportions seen at that time.

The many generations of deputies over our 230-year history contributed common elements in “forging the badge”—with adherence to duty and each other through some of the rockiest roads possible. The U.S. Marshals Service has always met its challenges with an eye toward the future. In the 2020s, that future’s challenges will be met. Whether administrative or operational, the dedicated personnel of the U.S. Marshals Service are the constant component of success. Historically, today, and tomorrow, “America’s Star” shines brightly for American justice.



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“A NEW U.S. MARSHAL IS A STRANGER IN A STRANGE LAND. SPEND TIME LEARNING THE LANGUAGE AND CULTURE OF OUR AGENCY AND OF YOUR DISTRICT. ASK QUESTIONS AND DON’T BE AFRAID TO SAY, ‘I DON’T KNOW’.”

**– Clayton Johnson,
U.S. Marshal,
Northern District of
Oklahoma**

CHAPTER 3: THE FIRST FEW WEEKS



THE FIRST FEW WEEKS AS A NEW UNITED STATES MARSHAL

The United States Marshals Service is the Nation's oldest federal law enforcement agency. It is a storied institution with legendary origins, an extraordinary reputation, and missions vital to liberty and democracy. Welcome to the U.S. Marshals Service.

As a newly appointed United States Marshal, you are entering a challenging and unique environment, which may be different from your previous law enforcement experience. United States Marshals routinely work with a variety of agencies and public institutions. Below are some of the people and agencies you should build professional relationships with. In the beginning, go slowly and listen closely.

DISTRICT RESOURCES

DISTRICT PERSONNEL AND RESPONSIBILITIES

The District's team includes Deputy United States Marshals and administrative professionals. The Deputy United States Marshals assigned to your district are well-trained and experienced federal law enforcement officers, who are supported by dedicated administrative professionals. All district team members are sworn to support and defend the Constitution of the United States.

On your first day, it is important to understand the role of the Chief Deputy United States Marshal. The Chief Deputy is accountable to the United States Marshal, and is responsible for assisting the United States Marshal in directing the day-to-day activities of a U.S. Marshals Service district. Under your guidance, the Chief Deputy directs the activities of both operational and administrative district personnel to perform the U.S. Marshals Service mission sets, and ensures adherence to applicable federal, Department of Justice (DOJ), U.S. Marshals Service, and local requirements.

As the nucleus of the leadership team for your district, you and the Chief Deputy should form a bond with each other that encourages the sharing of experiences, knowledge, education, and information that will build trust and mutual respect for one another. This transparent management approach will help to promote a positive, high-performance work environment and to convey a unified message of purpose and mission for the district's members. Open lines of communication among leadership fosters confidence and reinforces the importance of teamwork.

Hold an introductory meeting that includes all personnel and express your support for them. Find common concerns among the supervisors and the Chief Deputy about the district that you can work on together. Follow up by traveling to district sub-offices to meet every team member. This will allow you to develop strong relationships with all district personnel, ensuring that they feel like they are collectively working toward common goals.



Regarding some of your specific employee responsibilities, take the time to learn the employee time and attendance (webTA) system. Learn to enter and manage your time, attendance, leave banks and usage. The travel system known as E2 Solutions is another important system to learn. It manages all of your official travel whether you are traveling overnight within the district or outside

the district. Your Chief Deputy and Administrative Officer (AO) will be able to assist you with learning this system. Also, take the time to become familiar with the “LearnUSMS” system, its features and programs available. This is the online training system that provides modules containing required learning, certification, and completion status.

A brief word about

misconduct: No one wants to be involved in misconduct, but sometimes new U.S. Marshals do not know what constitutes misconduct. Go into the LearnUSMS system and take the training on “Avoiding Misconduct.” This is required training for all U.S. Marshals Service employees and you will learn many important points from various training modules.



CHIEF JUDGE AND OTHER FEDERAL DISTRICT JUDGES

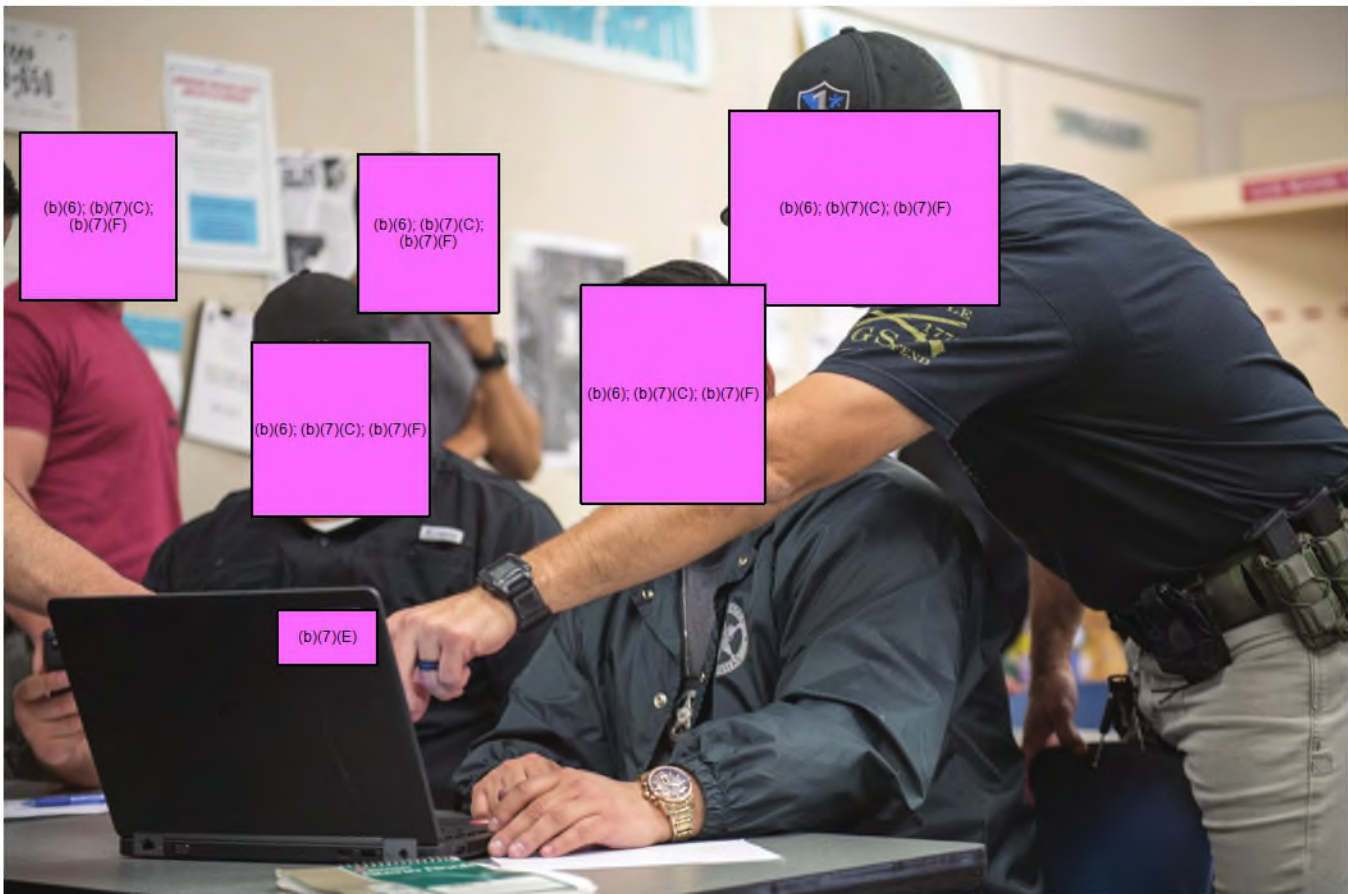
Second only to the relationship you have with your Chief Deputy is your relationship with the Chief Judge of your district. The alliance that you personally forge with the Chief Judge is vitally important to your primary mission – protection of the rule of law, the judicial process, and the persons involved in the judicial process.

Protection of judges is your “never fail” mission. You are responsible for protecting the entire judicial function. The judicial function is critical to liberty and democracy. Executing judicial orders and process is vital to mission performance and your success. The relationship that you build over time with all judges in your district (especially the Chief Judge) will be the best investment of time you will make for successful execution of your missions.

Hear out the concerns of the Chief Judge and the other judges in the district. Make a list of all judges in your district, including judges of Magistrate and Bankruptcy Courts. Get to know them all. Visit them all on some regular schedule but visit the Chief Judge frequently. Keep the judges apprised of any key events (e.g., threats, major equipment failures, deaths, escapes, and other significant events occurring to U.S. Marshals Service prisoners, etc.). Aggressively work the district’s outstanding warrants. Collaboration, communication, and coordination are the keys to building trust with the court family.

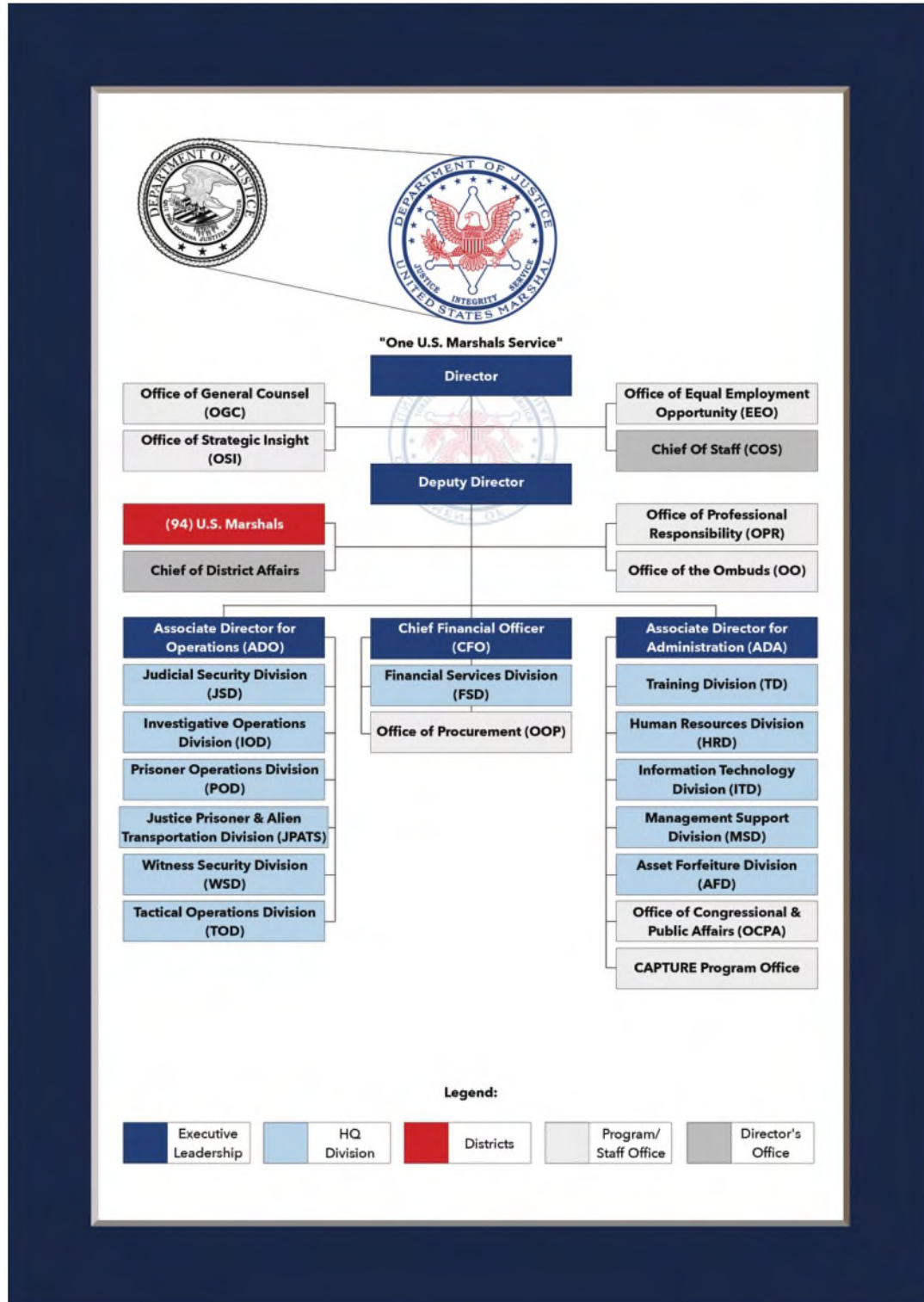
FACILITY SECURITY COMMITTEES

Each federal courthouse has a Facility Security Committee or FSC, with various federal entities involved in the committee. Get to know this group and address the issues. Take issues that the U.S. Marshals Service has to this group rather than unilaterally dictating what you think should be done as the U.S. Marshal. Group input and involvement will be beneficial.



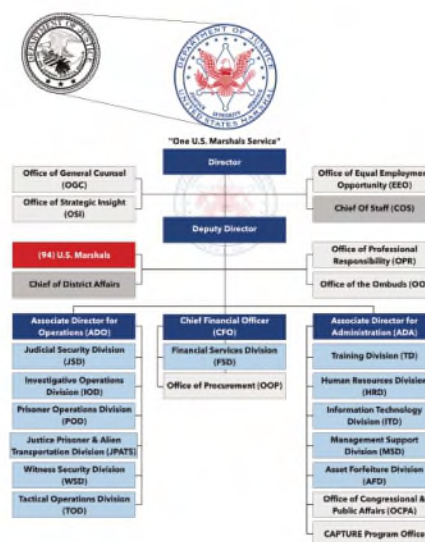
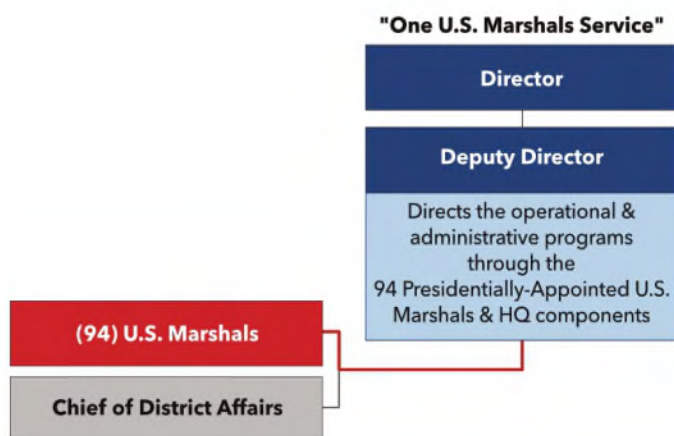
U.S. MARSHALS SERVICE HEADQUARTERS STRUCTURED TO MEET DISTRICT NEEDS

For the U.S. Marshals Service, the organization chart serves as more of a genealogical chart, in that our people are tied through the centuries by a genetic thread of justice, integrity, and service. Although microscopically undetectable, this familial bond resonates stronger with each passing decade. "One U.S. Marshals Service" is not just a saying, it is a fact that is proven with each challenge we have faced together.



“The U.S. Marshals Service employees are the greatest assets of the organization. They are men and women of character who are committed and dedicated to the mission of the agency.”

**Jesse Seroyer Jr., U.S. Marshal,
Middle District of Alabama**



The U.S. Marshals Service is national in scope and led by the Director, who reports to the U.S. Attorney General through the Deputy Attorney General. U.S. Marshals are accountable to the Director through the Deputy Director. The Director and Deputy Director and their staffs meet frequently with the Attorney General, Deputy Attorney General, and their staffs to execute the Attorney General's and Administration's strategies, priorities and objectives.

For most of your functions, you will primarily report to the Deputy Director. However, when programmatic issues arise, you should directly reach out to the Assistant Director (AD) who specializes in the affected function area. Their experience is broad ranging, and many AD's have served in the field. You should also make a point to reach out to the Office of the Director, which includes the Deputy Director, the Chief of Staff, and the Chief of District Affairs for support requiring the action or support of executive leadership. The Office of the Director provides all executive leadership opportunities to discuss a broad range of cross-divisional matters, nationwide priorities, district needs, and ways to improve services to the districts, stakeholders and the public.

The agency should be your first resource for assistance. After all, the combined families of the U.S. Marshals Service and federal courts only succeed if you succeed.

ADDITIONAL DISTRICT AND HEADQUARTERS COORDINATION

The **Chief of Staff**, and the **Chief of District Affairs** serve as senior advisors to the Director on district programs and operations, as well as in the role of Headquarters' representatives and liaison with the districts.

There are several working groups and advisory councils that also help provide liaison between district and Headquarters components.

U.S. MARSHAL ADVISORY COUNCIL

The **U.S. Marshal Advisory Council** (USMAC) consists of 16 U.S. Marshals (at least one from each District Regional Group) as well as one AD who is a non-voting member selected by the Director. The USMAC functions as a conduit between the districts and U.S. Marshals Service executive leadership to help guide the agency, foster better communication, and exchange best practices and new ideas.

The primary functions of the USMAC include:

- Providing a district perspective for the agency's Strategic Plan;
- Analyzing and providing recommendations on agency-wide initiatives and/or challenges;
- Facilitating communication between the agency's executive leadership and the District Regional Groups;
- Assisting in Congressional outreach on important issues to the agency's success; and
- Helping to ensure consistent messaging across the agency.

DISTRICT CHIEFS ADVISORY BOARD

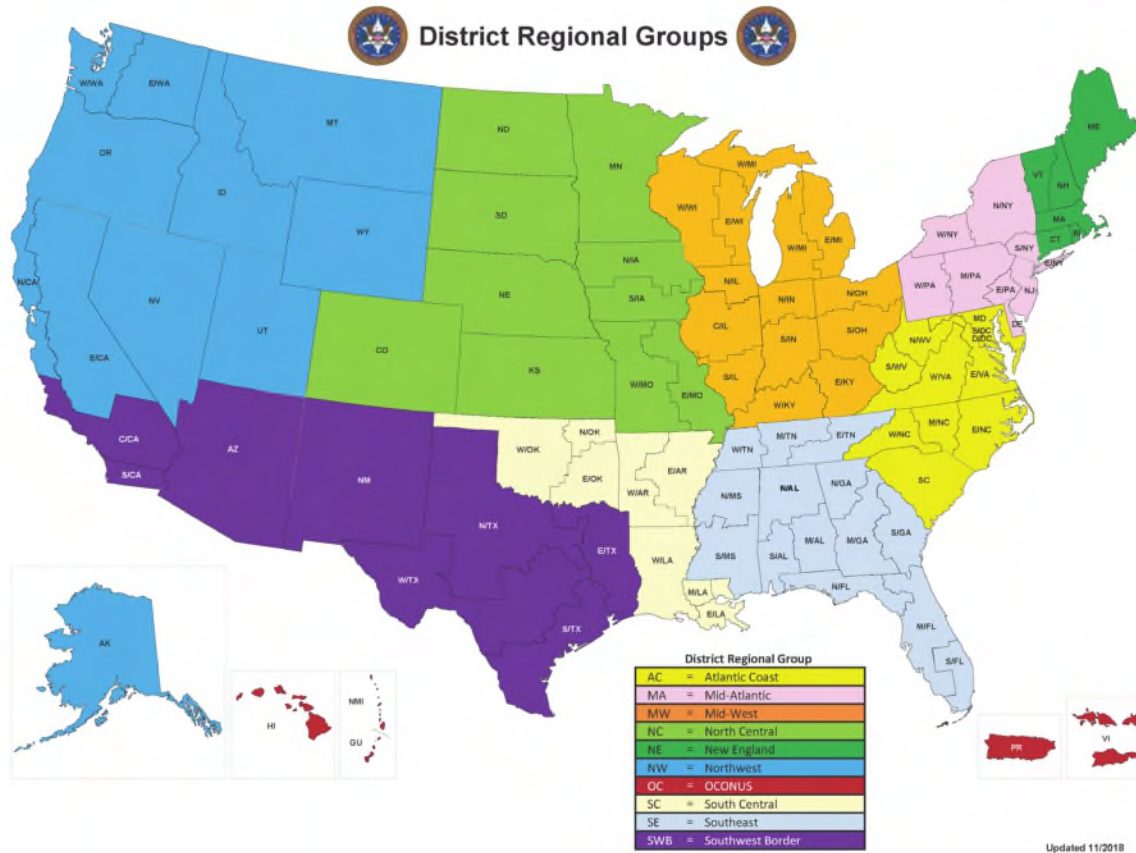
The **District Chiefs Advisory Board** (DCAB) consists of ten Chief Deputy U.S. Marshals selected by the Director. The DCAB is coordinated by the Office of the Director and is accessible to all Headquarters divisions for input on a variety of important topics to the agency.

The DCAB often works with the USMAC on topics of the highest importance to the U.S. Marshals Service.



DISTRICT REGIONAL GROUPS

Each U.S. Marshals Service district is a member of one of 10 District Regional Groups (DRG). The DRGs enable districts in a DRG to identify common issues and work proactively to find solutions at the field level. Formalized in 2010, DRGs are organized geographically and participants meet as needed to discuss regional challenges and share best practices with neighboring districts.



“Trust your leadership as they likely have a vested interest in this agency greater than yours.”

**Martin Pane, U.S. Marshal,
Middle District of Pennsylvania**

BE OUTWARD FACING; BUILD BRIDGES AND STRENGTHEN COMMUNITY AND PARTNER RELATIONSHIPS

MEDIA RELATIONS AND CONGRESSIONAL AND PUBLIC AFFAIRS

The new U.S. Marshal will be expected to be the face and voice of the U.S. Marshals Service in that district. Being accessible to the media on important issues will be helpful to the U.S. Marshals Service mission in your district. Many U.S. Marshals are well-versed on media relations. Each district has a Deputy Marshal who has a collateral duty as a Public Affairs Officer to assist with this function. Early review of the Office of Public Affairs Policy Directives and appropriate media relations material will be helpful. Likewise, review of material pertaining to the Office of Congressional Affairs on the proper protocol for dealing with, and responding to, inquiries from members of Congress will also be helpful.

HEADS OF PARTNER FEDERAL AGENCIES

Meet individually with the U.S. Attorney for your district. This relationship is important and will be beneficial when addressing issues of mutual concern and criminal enforcement initiatives. Also, meet with local Special Agents in Charge (SAC) or Resident Agents in Charge (RAC) of the:

- Federal Bureau of Investigation;
- U.S. Drug Enforcement Agency;
- The Bureau of Alcohol, Tobacco, Firearms and Explosives;
- U.S. Homeland Security Investigations;
- U.S. Internal Revenue Service;
- U.S. Social Security Administration;
- U.S. Secret Service; and
- U.S. Postal Inspectors.

Get to know these folks. You are their equal or higher. In addition, the local High Intensity Drug Trafficking Area (HIDTA) Executive Director, the Federal Protective Service Chief, the Joint Terrorism Task Force Executive Board, an Organized Crime Metro Strike Force (if one exists), and the U.S. Marshals from the adjoining districts are important colleagues that can provide assistance when resolving issues.

LEADERSHIP AT CONTRACT DETENTION FACILITIES

The U.S. Marshals Service has national contracts with private corporations and county jails or detention centers to house federal detainees awaiting trial in the federal courts or transfer to the Federal Bureau of Prisons. Coordination of these contracts is the responsibility of the Prisoner Operations Division (POD) at U.S. Marshals Service Headquarters. These corporate facilities can be large with large inmate populations. They tend to draw the attention of the federal courts, Federal Public Defenders, and U.S. Probation and Pretrial Services. Many U.S. Marshals have detainees in these regionally located detention centers. You may, or may not, have a facility in your specific district. But if there is one that serves your district somewhere, there could be problems pertaining to your detainees. The U.S. Marshal should know the leadership of the appropriate facility.

County jails or detention centers in your specific district that are used to house detainees are under contract with the U.S. Marshals Service also. These contracts are known as “Inter-Governmental Agreements” or IGAs and are also coordinated by POD. Knowing the leadership of the agencies with IGAs will be helpful to you when detainee issues arise. The relationship between the Sheriff and the U.S. Marshal is important. These facilities must be regularly inspected by the U.S. Marshals Service personnel in your district. Meet with these Sheriffs before a problem arises.

HEADS OF STATEWIDE LAW ENFORCEMENT AGENCIES AND ASSOCIATIONS

There is a distinction between U.S. Marshals and the SACs of other federal law enforcement agencies in your area. SACs are career agency executives placed in those locations. They may be moved or promoted. Hence, they change regularly. The U.S. Marshals are generally the product of local or state agencies. The U.S. Marshal may (and probably does) know most of the local and state law enforcement executives throughout the area. Meet with and get to know these leaders:

- The State Attorney General;
- The Director of the State Bureau of Investigation;

- The Superintendent of the State Highway Patrol or State Police;
- The Executive Director of the State Sheriffs' Association;
- The Executive Director of the State Chiefs of Police Association; and
- The Executive Director of the State Police Officers Association.

COUNTY SHERIFFS AND LOCAL CHIEFS OF POLICE

Meet with individual Sheriffs in each county in your federal district when possible. If your district is geographically spread across large distances, attend Sheriffs' monthly association meetings or annual conferences. Sheriffs and Chiefs are important to the operation of the U.S. Marshals Service mission and may supply task force officers for your district fugitive task forces. The state felony warrants that the agency serves generally originate in a County Sheriff's Office. Sex offender registration occurs in Sheriff's Offices throughout your district. Assisting the Sheriff's Office with sex offender operations coordinated by the District Sex Offender Investigations Coordinator can be very helpful to the Sheriff's operation.

Equally important are the Chiefs of Police in the cities throughout your district. They, too, may provide task force officers and priority cases involving felony fugitives. U.S. Marshals Service fugitive operations in local cities in your district help drive down violent crime and make these communities safer. Attend the State Chiefs of Police Association meetings and local Chiefs and Sheriffs Association meetings, whenever feasible. The current process requires multiple programs to manage case progress through several isolated information systems. A unified case management system, interfaced across relevant program areas, will increase efficient data entry and data mining. This reduction in manual case management and data entry will increase timely case resolutions and return "minutes and hours" to our workforce. Automated reporting, including statistical trend analysis, will identify risks, training opportunities, and localized issues that can be quickly addressed, thereby reducing the number of future misconduct cases.

"Marshal, you have the honor of leading a district, congratulations. This sacred trust requires you to lead with vision, respect all of your partners, and show courage in your decisions. You have joined the long line of U.S. Marshals and their deputies who have protected the federal judicial process since our country was formed. Honor them by building on their work and ensuring justice for all."

**Gary Schofield, U.S. Marshal,
District of Nevada**

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"TREAT EVERYONE WITH RESPECT AND DIGNITY. LISTEN TO YOUR CHIEF AND KEEP A GOOD RELATIONSHIP WITH THE JUDICIARY. DO NOT PUT YOUR FEET UP ON THE DESK WHILE WEARING SPURS."

**– Gary Blankenship,
Retired U.S. Marshal,
Southern District of
Texas**

CHAPTER 4: CHIEF DEPUTY U.S. MARSHAL ADVICE AND RELATIONSHIP DEVELOPMENT



When a new Chief Deputy United States Marshal is selected for the position, they are to accomplish the following duties as delineated in the Chief Deputy Merit Promotion Announcement:

***"DUTIES:** Serves as the Chief Deputy United States Marshal responsible for assisting the Senior Level (SL) United States Marshal (political appointee) in directing the day-to-day activities of a United States Marshals Service District. Directs the activities of both operational and administrative District personnel and ensures adherence to applicable Federal, Department of Justice, United States Marshals Service, and local requirements."*

When a newly appointed United States Marshal arrives for their first day in the office, they should be confident that the agency has provided them with a competent Chief Deputy and operational leader upon whom they can depend to fulfill these core functions. The Chief Deputy should be confident that the selection process for the presidentially appointed U.S. Marshal has provided the district with an effective leader with whom they can collaborate to achieve both district and agency objectives. As the new core of the district leadership team, the U.S. Marshal and Chief Deputy can share experiences, relationships, and education with each other in order to advance their office. Allowing their professional relationship to mature and strengthen over time can only benefit the district as well as the agency. Trust each other, learn from each other and appreciate the experience and value each brings to the United States Marshals Service.

The newly appointed U.S. Marshal and their Chief Deputy should seek to manage their district with the greatest transparency possible. This transparency will encourage district employees to openly communicate with their supervisor and leadership about issues impacting the workplace, as well as them personally. This open dialogue within the workplace will strengthen trust and promote a more productive workforce. Furthermore, this type of open office environment will inspire employees to achieve more and will promote officer safety and enhance innovation.

One of the Chief Deputy's primary missions is to execute the intent of their appointed U.S. Marshal, ensuring the district is appropriately moving in the direction indicated by the U.S. Marshal in accordance with U.S. Marshals Service policy, protocol, and mission. The Chief Deputy oversees all operational and administrative components of the district to include discipline and fiscal accountability. The Chief Deputy is the U.S. Marshal's primary advisor on all U.S. Marshals Service and Department of Justice issues. As a career employee, Chief Deputies have experience in multiple aspects of the agency and a keen understanding of each district's distinctive character. They have personally experienced the challenges of being a Deputy U.S. Marshal, a mid-level supervisor/leader and understand the balance that is needed to lead a district office.

The relationship between the U.S. Marshal and the Chief Deputy is one of the cornerstones of success for the district because mutual respect and solidarity are critical to its health. All U.S. Marshals Service district team members will look to their leadership for continuity of message and mission, and want to know they are fully supported by district leadership. A U.S. Marshals Service district will thrive with senior leadership that encourages collaboration and transparency.

In terms of advice for an onboarding U.S. Marshal, the message is simple: Trust your Chief Deputy who is a career employee with institutional knowledge of the U.S. Marshals Service. They may have a different leadership style than a U.S. Marshal; however, by trusting their decisions and actions, you will bolster the faith they have in you.

The U.S. Marshal and Chief Deputy should meet often. During these meetings between the U.S. Marshal and Chief Deputy, you should encourage a joint decision-making framework for district leadership, especially as the new U.S. Marshal learns about the agency and their district operations. Unsustainable commitments can be avoided through this meaningful dialogue and permit the U.S. Marshal time to learn the factors a district leader must take into account for effective decision making.

Rely upon your Chief Deputy to fully brief you about your district. This briefing will include at a minimum:

1. Budget (to include a detailed review of accounting codes and their respective utilization);
2. Pending personnel issues;
3. Key relationships in the district;
4. Key district functions; and
5. Investigative tools.

The Chief Deputy will offer suggestions on what has been observed to be effective roles for the U.S. Marshal, such as leading a strong community relations program and building working relationships with fellow law enforcement agencies.

**“Rule number 1:
Befriend your Chief Judge and Clerk of the Court.**

**Rule number 2:
Don't forget rule number 1.”**

**Richard E. Taylor, Jr., U.S. Marshal,
Northern District of Texas**

"THIS STATEMENT WILL GET YOU IN TROUBLE EVERY TIME – 'DO YOU KNOW WHO I AM?' ONCE THAT COMES OUT OF YOUR MOUTH, YOUR TIME IN YOUR POSITION WILL SOON END. REMAIN HUMBLE AND DO NOT OVERVALUE YOUR IMPORTANCE. THIS IS A GREAT JOB, BUT IT CAN END QUICKLY IF YOU GET TOO BIG FOR YOUR BRITCHES."

**– David G. Jolley,
U.S. Marshal,
Eastern District of
Tennessee**

CHAPTER 5: PITFALLS TO AVOID AS A NEW (AND EXPERIENCED) U.S. MARSHAL



As you begin your journey as a new United States Marshal, it is important to keep in mind the level of visibility and potential scrutiny that comes with the position. The standard applied to you as a Presidential appointee is higher than others around you, but as someone who has had a successful career in law enforcement, this is not new to you. You may have managed a large region and staff or had significant influence in your prior positions. But know this: your actions as a U.S. Marshal have a national impact.

Having experienced this scrutiny ourselves, we as fellow U.S. Marshals felt it was important to highlight some of the issues and violations that still manage to get U.S. Marshals into trouble. This is not an all-inclusive list, or a replacement for the ethics presentation conducted by the Office of General Counsel (OGC), nor a substitute for the comprehensive material found on the [New U.S. Marshal Training Page](#). We recommend you bookmark and save the New U.S. Marshal Training Page to your desktop and become very familiar with [United States Marshals Service Policy Directives](#). It is policy that drives the rules to keep you afloat.

Unfortunately, most, if not all U.S. Marshals who find themselves under investigation or in hot water are not in that position because of performance issues but for ethics violations. The good news is you have tremendous resources at your disposal in the form of the OGC and the links provided above. By now, you should have attended the ethics presentation from OGC, but a periodic review of the New U.S. Marshals Introductory Training Program (USMITP), as well as multiple policies dealing with ethics, never hurts. The link above provides access to

the OGC presentation and many policies on ethics. Per OGC, the most common problem areas are listed below, but they are not a substitute for any of the information contained in the links, merely some of the highlights.

UTILIZE THE OFFICE OF GENERAL COUNSEL AS A RESOURCE TO AVOID VIOLATIONS

Take advantage of OGC by contacting them and seeking advice on any potential ethics issue. When you do so and disclose all relevant information, as well as follow the ethics advice provided, you cannot be disciplined or face prosecution even if the ethics official gave wrong advice. This is considered “safe harbor.”

Use of the Government Owned Vehicle

This is perhaps the single most problematic area for all operational employees. Every year, a large number of Internal Affairs cases are related to Government Owned Vehicles (GOVs). If a charge is sustained, regulations require an automatic 30-day suspension from duty without pay. The GOV is for official business only. You may deviate slightly when traveling from home-to-work but only when the travel does not exceed five miles out of the way and only to “conduct essential personal activity.”

- The only people allowed in the GOV are those on official business. Exceptions may be made when it is in the government’s interest to do so, as required by the regulations and statute on GOVs.
- Transporting judges and court family is permissible if the trip is for an “official purpose” and fulfills U.S. Marshals Service responsibilities such as going to the same meeting, attending the same conference, security concern, and/or operational concern. The transport cannot be for the personal convenience of the judge.
- Transporting others such as people from the U. S. Attorney’s Office, state/local law enforcement agencies, or other federal law enforcement officers is permissible when transportation serves an official U.S. Marshals Service purpose, but this is only on a space available basis and when the GOV is already being used to travel to the location. The policy standard states you may transport passengers when it is “in the interest of the government.”
- Rental vehicles while on official business allow for passenger transport with no determination of government’s interest if there is no additional cost to the government or any additional insurance considerations. Similarly, you may transport others if you are using a Personally Owned Vehicle (POV) without a determination of the government’s interest.
- Home-to-work carpooling where administrative employees request rides in the GOV is not permissible. On a case-by-case basis, for sound operational reasons, a Deputy U.S. Marshal with a GOV may provide transportation to non-operational personnel after approval from the U.S. Marshal/Chief Deputy.

“Serving in the long line of U.S. Marshals with the nation’s oldest federal law enforcement agency dating from 1789 is a distinct honor and solemn responsibility.

Each of the 94 districts is unique, but always appreciate that we are one U.S. Marshals Service and that our service is guided by our motto of ‘Justice, Integrity, and Service’ to the people of the United States of America.”

**Craig E. Thayer, U.S. Marshal,
Eastern District of Washington**

- Examples of unauthorized use of GOVs:
 - o Once at home you should no longer use the GOV;
 - o On the weekends you should not use the GOV;
 - o To transport a spouse/significant other or family members in a GOV is unusual and requires approval from the Deputy Director through OGC. Generally, only to serve as quasi-official representatives where other spouses will be present and where part of event is directed at spouses. In this scenario, you could always use POV and, in some cases, receive mileage reimbursement.

HATCH ACT

The Hatch Act regulates your participation in “partisan political activities.” As a Presidential appointee, you are more restricted than most federal employees. You are expected to be non-partisan and impartial law enforcement officers in and outside the office (be careful with political events, fundraising, and appearing to endorse groups/organizations).

- Partisan: Representing a party whose candidate received electoral votes in the last Presidential election.
- Political Activity: Any activity directed toward the success or failure of a political party, candidate for “partisan” political office or “partisan” political group.

The list of what is allowed versus what is not allowed for this category is large, and some of our U.S. Marshals will have come from political backgrounds, so please take care on this issue and refer to your [U.S. Marshals Service Ethics Guide](#) for more detailed information.

FUNDRAISING/USE OF OFFICIAL POSITION

Official fundraising or use of official position to further fundraising is only permitted for and during the “Combined Federal Campaign.” You may fundraise in a private capacity if no subordinate is solicited and there is NO use of title or position.

ENDORSEMENTS

You may not officially endorse or appear to endorse, orally or in writing, any entity, product, or person, including nonprofit and charitable organizations. The rationale for this is to maintain the government’s impartiality and to avoid choosing one entity/cause over others.

“Policy will keep a ship off the rocks, but it does not ensure smooth sailing. Learn the abilities of your staff, and the limits of your own. Delegate as far as trust allows and expect occasional disappointment; growth and success include failure.”

**Thomas Conlon, Acting
U.S. Marshal, Eastern
District of Wisconsin**

MISUSE OF OFFICIAL POSITION

Employees may not use their public office or title to further their own private gain, or the private gain of another (family, friends, etc.). This applies to for-profit, nonprofit, charitable organizations or individuals, and endorsing a person, product, or organization. For example, you cannot sign a letter to federal, state, or local law enforcement officers on behalf of the “Feed the Children” organization or on behalf of a potential vendor of law enforcement gear endorsing the products. Even the appearance of misuse of public office is problematic for Presidential appointees.

USE OF LETTERHEAD FOR REFERENCES

You may use official letterhead when the person worked for you at the federal level and when the person is applying for a federal position. You may NOT use letterhead as a reference/recommendation for a contractor/vendor or if it could be perceived as a use of the authority of your government office to support private activities. When use of letterhead is inappropriate, use of title is generally not appropriate either. The rationale is that the U.S. Marshal title will generally imply governmental sanction or support by the U.S. Marshals Service and/or U.S. Department of Justice. If there is no connection to the U.S. Marshals Service/district or official business, there is no reason to mention title/position. An exception does apply when a federal statute or regulation requires it.

“We are visitors in this great organization. Learn from your staff, share your knowledge and experience, and make changes only where needed for the good of your district and the U.S. Marshals Service.”

**Dallas L. Carlson, U.S. Marshal,
District of North Dakota**

CONFLICTS OF INTEREST

Avoid situations where official actions affect or appear to affect your private financial and non-financial interests, including the interests of others. This covers a wide range of issues but generally, if you have, had or are seeking an official relationship with a person or entity, do not engage them in federal business without consulting OGC. Relationships may also be personal, and in that context, no supervisor may continue or start supervising a subordinate with whom he/she is having a romantic relationship or to whom he/she is related.

OUTSIDE ACTIVITIES

Prior to being confirmed as a U.S. Marshal, you were required to withdraw from any positions where you served in an official capacity such as an officer or a member of a Board of Directors. As a Presidentially appointed U.S. Marshal, this does not change, and you are not to engage in outside activities that conflict with federal duties. This applies to nonprofit, charitable, community, or for-profit organizations, as well as certain types of memberships. Additionally, the only type of income permitted is via passive means such as a return on investment, rental income, pension, etc.

GIFTS

If the gift is a result of your official position, you may only accept those valued at less than \$20. If the gift is on behalf of the district and NOT for personal use, you may accept if it is under \$150 and has been approved by OGC. Gifts have a variety of situations that apply so please refer to [U.S. Marshals Service Policy Directive 1.8 Gifts](#) or consult with OGC. As for gifts among the workforce, subordinates may only give supervisors gifts of up to \$10 when gifts are traditionally exchanged such as birthdays, anniversaries, or major holidays. Subordinates cannot aggregate \$10 contributions to buy a larger gift. On occasions when gifts are exchanged on infrequent occasions, they may exceed \$10 and may aggregate. For example, weddings, birth of children, retirement, illness, or transfer out of the office.

TRAVEL

During government-funded travel, all federal employees MUST use the government travel credit card for all official travel expenses such as transportation, lodging, and meals.

- DO NOT use the travel credit card for anything other than official travel expenses.
- DO NOT use the travel credit card for GOV expenses.
 - If you use the GOV for official travel, use the U.S. Marshals Service issued Fleet Credit Card for GOV expenses.
- You may join programs for frequent traveler benefits to accrue points and you may use those points for personal use.

TIME AND ATTENDANCE POLICY

U.S. Marshals are subject to the usual rules on work hours and recording time worked, that is, 40 hours per week and an eight-hour day. Overtime and compensatory time for U.S. Marshals should be rare but travel compensatory time is proper when needed. Refer to the Office of the Director memorandum on Tab F within the [U.S. Marshals Service Ethics Guide](#).



“Becoming a U.S. Marshal is one the highest honors of your career. Continue to lead your district with great integrity, civility, and always have your moral compass pointed north. The career professionals will follow your leadership; rely on their sound advice and support as you journey forward.”

**Kim V. Gaffney, U.S. Marshal,
Western District of Wisconsin**

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“THE TREE’ IS A LEADERSHIP PRINCIPAL MY GRANDFATHER USED TO SHARE WITH ME MANY YEARS AGO, PRIOR TO HIS PASSING. MY GRANDFATHER WAS A CORPORATE EXECUTIVE IN THE PRIVATE SECTOR, AND HE SAID TO ME ON NUMEROUS OCCASIONS WHILE I WAS IN COLLEGE, AND LATER AS I BECAME A LEADER IN THE MILITARY, ‘TREES DIE FROM THE TOP DOWN.’”

**– Nick E. Proffitt
U.S. Marshal,
Eastern District of
Virginia**

CHAPTER 6: U.S. MARSHALS MISCONDUCT INVESTIGATIONS



The previous chapter highlighted ethics violations that most frequently land United States Marshals in trouble. This chapter presents examples of U.S. Marshals investigated for ethics violations and the resulting consequences.

EXAMPLE #1: FINDINGS OF INAPPROPRIATE RELATIONSHIPS BY A U.S. MARSHAL WITH SUBORDINATES.

The Department of Justice (DOJ), Office of the Inspector General (OIG) initiated an investigation of a U.S. Marshal based on an anonymous letter alleging, among other things, that the U.S. Marshal engaged in intimate personal relationships with subordinates in violation of United States Marshals Service policy.

According to U.S. Marshals Service policy, employees are expressly prohibited from supervising a person with whom the employee is engaged in an intimate, personal relationship, or with an immediate family member of the person being supervised. The policy also prohibits employees from making, influencing, or having input into decisions about the pay, promotion, work assignment, or any other condition of employment of a person when engaged in an intimate, personal relationship with the person, or an immediate family member of the person.

The OIG limited its investigation to the U.S. Marshal's alleged conduct, since the time of his appointment as U.S. Marshal. The OIG determined the U.S. Marshal engaged in an intimate personal relationship with Employee #1 beginning in 2008 until mid-2013. Employee #1 was assigned under the U.S. Marshal's command during 2012, and during a period of their relationship previously when the U.S. Marshal served in another supervisory position.

The OIG also found that the U.S. Marshal violated the U.S. Marshals Service personal relationships Policy Directive by arranging for Employee #1 to be transferred from an assignment at U.S. Marshals Service Headquarters to a position in the U.S. Marshal's district during their relationship. In doing so, the U.S. Marshal failed to disclose the existing intimate personal relationship with Employee #1 to U.S. Marshals Service management. In addition, OIG found the U.S. Marshal lacked candor in testimony to the OIG by maintaining there was not an active personal relationship between the U.S. Marshal and Employee #1 during 2012 when Employee #1 was assigned under the U.S. Marshal's command, and that a U.S. Marshals Service Headquarters Assistant Director, not the U.S. Marshal, had initiated Employee #1's reassignment from Headquarters to the U.S. Marshal's district.

The OIG investigation determined further that during 2010 and 2011, the U.S. Marshal engaged in an intimate personal relationship with an immediate family member of Employee #2, who was employed in the U.S. Marshal's district within his chain of command. The OIG did not substantiate other allegations made against the U.S. Marshal in the anonymous complaint letter.

The OIG completed its investigation and provided a report to the U.S. Marshals Service and to the Office of the Deputy Attorney General for their review and appropriate action. The subject is no longer serving as the U.S. Marshal.

"It is not my job to run the district. My job is to be sure the district runs right."

**Jeffrey T. Holt, Retired U.S. Marshal,
Western District of Tennessee**

EXAMPLE #2: FINDINGS OF MISCONDUCT BY A U.S. MARSHAL FOR CREATING A HOSTILE WORK ENVIRONMENT AND FAILING TO REPORT AN EMPLOYEE'S ALLEGED MISCONDUCT.

The DOJ-OIG initiated an investigation of a U.S. Marshal based on information from anonymous complainants alleging, among other things, that the U.S. Marshal created a hostile work environment by using profane, vulgar, and antagonistic language, and by conducting himself in an intimidating and demeaning manner. Based on information provided by Deputy United States Marshals, supervisors, and administrative staff, the OIG concluded that the U.S. Marshal created a hostile work environment and conducted himself in an intimidating and demeaning manner toward subordinate employees.

The OIG determined that the U.S. Marshal used both vulgar and antagonistic language in the workplace. Examples of the U.S. Marshal's offensive conduct were statements that were widely perceived as challenging subordinates who disagreed with him to physical altercations; his comments of a sexual nature regarding a female employee of a local police department; and his references to his and others' genitals. The OIG concluded that the conduct and statements of the U.S. Marshal demonstrated poor judgment and created unnecessary stress for their employees, all of which contributed to the ineffective management of the district and low morale in the office.

Additionally, the OIG found that the U.S. Marshal failed to report, as required, to the U.S. Marshals Service, Office of Professional Responsibility (OPR), Internal Affairs (IA), that the girlfriend of another U.S. Marshals Service employee had filed a harassment complaint with the police against the employee. The OIG did not substantiate certain other allegations made against the U.S. Marshal by the anonymous complainants.

The OIG completed its investigation and provided a report to the U.S. Marshals Service and the Office of the Deputy Attorney General for review and appropriate action. The subject is no longer serving as the U.S. Marshal.

“My three philosophies are: Surround yourself with competent managers, (e.g., your Chief and Administrative Officer), and let them do their job; support each of your deputies and personnel, and personally let them know they have your support; and live by the highest of ethics — live and lead by example.”

**Scott P. Illing, U.S. Marshal,
Eastern District of Louisiana**

EXAMPLE #3: FINDINGS OF MISCONDUCT BY A U.S. MARSHAL CONCERNING MISUSE OF SUBORDINATES’ TIME, MISUSE OF POSITION, PARTICIPATION IN ACTIVITIES OUTSIDE HIS EMPLOYMENT, AND OTHER MATTERS.

The DOJ-OIG initiated an investigation of a U.S. Marshal based on information from anonymous complainants. The OIG investigation concluded that the U.S. Marshal:

- Misused subordinates’ time by tasking them to serve as his personal driver for non-U.S. Government business;
- Violated U.S. Marshals Service policy by failing to obtain ethics approval to make presentations to outside law enforcement entities;
- Disregarded U.S. Marshals Service management’s directives regarding the allowable number and location of such presentations;
- Failed to fully come forth with U.S. Marshals Service management regarding such presentations; and
- Violated government ethics regulations by soliciting subordinates to contribute money to support various work-related events.

The OIG did not substantiate certain other allegations made against the U.S. Marshal by the anonymous complainants. During the OIG investigation, additional misconduct allegations arose. The OIG determined that, in violation of U.S. Marshals Service policy, the U.S. Marshal:

- Misused U.S. Marshals Service letterhead and agency name by allowing a non-profit organization to reference the U.S. Marshals Service in its name;
- Failed to disclose a board position and a fiduciary relationship with non-federal entities on his financial disclosure forms;
- Failed to obtain ethics approvals for these positions; and
- Violated the terms of his appointment by maintaining a fiduciary relationship with a previous employer.

The OIG completed its investigation and provided a report to the U.S. Marshals Service and the Office of the Deputy Attorney General for review and appropriate action. The subject is no longer serving as the U.S. Marshal.

“While true that a positive alliance with the Chief Judge, Chief Deputy, and Administrative Officer are a must, being present and involved with your entire team is crucial. As a retired Deputy U.S. Marshal, I can say that your direct consideration of and engagement with your staff is a true demonstration of your leadership. Talk to your folks and find out if any traditional district procedures need to be changed for the efficiency and safety for all.”

**Bill Brown,
U.S. Marshal,
Middle District of Louisiana**

EXAMPLE #4: FINDINGS CONCERNING MISUSE OF A GOVERNMENT VEHICLE, POSITION, AND SUBORDINATES’ TIME BY A U.S. MARSHAL AND FAILING TO REPORT MISCONDUCT AND OTHER MISCONDUCT BY A CHIEF DEPUTY U.S. MARSHAL.

The DOJ-OIG initiated an investigation of a U.S. Marshal and a Chief Deputy U.S. Marshal based on information it received that, among other things, the U.S. Marshal misused his official Government Vehicle (GOV) and position, and the Chief Deputy failed to report misconduct and misused government property.

The OIG investigation found that the U.S. Marshal violated federal regulations and U.S. Marshals Service policy by using an official GOV for personal matters, and misused his position and subordinates’ time when, unconnected with any U.S. Marshals Service business, he asked subordinates to drive his GOV to various locations to facilitate his handling of personal matters, which they did during work hours. Additionally, the U.S. Marshal misused his position and subordinates’ time by putting subordinates in an awkward and difficult position that resulted in them helping the U.S. Marshal load items purchased for personal purposes into a rental truck.

The OIG found that the Chief Deputy violated federal regulations and U.S. Marshals Service policy by failing to report the U.S. Marshal’s misconduct, by misusing government property to store personal belongings, and by authorizing a subordinate’s personal use of government property. During the course of its investigation, the OIG also found that the Chief Deputy violated the Uniformed Services Employment and Reemployment Rights Act by denying an employee an assignment because the employee spent time away from work on military duty. The Chief Deputy left the U.S. Marshals Service during OIG’s investigation.

“Constantly hold yourself accountable for your own actions before holding others for theirs.”

**Bill B. Berger, Sr., U.S. Marshal,
Middle District of Florida**

EXAMPLE #5: FINDINGS OF MISCONDUCT BY A FORMER ACTING U.S. MARSHAL FOR SEXUAL HARASSMENT, ENGAGING IN A SEXUAL RELATIONSHIP WITH A SUBORDINATE, AND ATTEMPTING TO IMPEDE THE OFFICE OF INSPECTOR GENERAL’S INVESTIGATION.

The DOJ-OIG initiated an investigation upon receipt of information from the U.S. Marshals Service, OPR-IA that an Acting U.S. Marshal made unwanted advances, consisting of inappropriate statements and giving gifts, to a U.S. Marshals Service contract employee. In the course of its investigation, the OIG received an anonymous complaint alleging that the Acting U.S. Marshal had also engaged in a sexual relationship with a subordinate U.S. Marshals Service employee.

“In order to get the best information for your decision-making process, create a work environment that empowers employees to respectfully engage and offer honest critiques and input.”

Michael McGowan, U.S. Marshal, District of Delaware

The OIG substantiated the allegations and found that the Acting U.S. Marshal made inappropriate statements and gave gifts to a U.S. Marshals Service contract employee that were reasonably construed as sexual advances. The OIG concluded that the Acting U.S. Marshal exercised poor judgment and that his conduct violated federal regulations and DOJ policies related to prevention of sexual harassment in the workplace. The OIG also found that the Acting U.S. Marshal had engaged in a sexual relationship with a subordinate U.S. Marshals Service employee and attempted to impede the OIG’s ability to obtain testimony from the employee. In addition, the OIG further concluded that this conduct violated the U.S. Marshals Service code of professional responsibility. The subject is no longer serving as the U.S. Marshal.

“The relationships with the Chief Judge and Clerk of Court are key to optimizing the services USMS provides to the Judiciary. That said, it is important for them to understand the full spectrum of the USMS mission beyond the priority of Court Operations — and what is permissible in terms of ‘asks’ from the USMS. This is especially true where past demands shaped a culture with errand-based expectations not in keeping with the USMS mission. It is incumbent on the U.S. Marshal to ensure the appropriate prioritization and consistent employment of USMS resources.”

**Eric Gartner, U.S. Marshal,
Eastern District of Pennsylvania**

EXAMPLE #6: FINDINGS OF MISCONDUCT BY A U.S. MARSHAL FOR MISUSE OF GOVERNMENT VEHICLE, PROVISION OF SPECIAL TREATMENT AND FAVORITISM TO LOCAL OFFICIALS, AND LACK OF CANDOR.

The DOJ-OIG initiated an investigation upon receipt of information from the U.S. Marshals Service OPR, that a U.S. Marshal showed favoritism and provided special treatment to two high-ranking local city officials by misusing his U.S. Marshals Service GOV, and escorting the officials through the secured entrance of the federal courthouse.

The OIG substantiated the allegations and found that the U.S. Marshal provided preferential treatment to two local officials by circumventing a security checkpoint as he escorted them through an entrance to the federal courthouse, in violation of federal regulations, U.S. Marshals Service policy, and a district court order related to courthouse access. The OIG also found that the U.S. Marshal transported non-federal employees in his U.S. Marshals Service GOV, and lacked candor in his statements to the OIG, all in violation of U.S. Marshals Service policy. The subject is no longer serving as the U.S. Marshal.

EXAMPLE #7: FINDING OF MISCONDUCT BY A U.S. MARSHAL FOR ENGAGING IN RETALIATORY BEHAVIOR TOWARD A SUBORDINATE.

The DOJ OIG initiated this investigation upon the receipt of information from the U.S. Marshals Service OPR alleging that a U.S. Marshal exhibited intimidating and retaliatory behavior toward a subordinate in response to the subordinate's report of misconduct involving the U.S. Marshal. In an earlier investigation, the OIG substantiated the subordinate's report of misconduct by the U.S. Marshal.

The OIG investigation found that the U.S. Marshal also engaged in the retaliatory misconduct as alleged by improperly requesting access to the subordinate's work emails, in violation of U.S. Marshals Service policy and codes of professional responsibility. The subject is no longer serving as the U.S. Marshal.



“The U.S. Marshal must demonstrate leadership by connecting, communicating, and collaborating with all stakeholders. The Marshal must not forget the Team of dedicated Deputy U.S. Marshals that are committed to the mission of the U.S. Marshals Service. Remember: ‘You Ride with Your Cowboys.’”

T. Michael O’Connor, U.S. Marshal, Southern District of Texas

“AS A NEW U.S. MARSHAL, GET TO KNOW YOUR DISTRICT AND LET YOUR DISTRICT GET TO KNOW YOU. LEADERSHIP IS NOT ABOUT BEING THE BEST. LEADERSHIP IS ABOUT MAKING THOSE AROUND YOU BETTER. GREAT LEADERS DON’T SET OUT TO BE A LEADER; THEY SET OUT TO MAKE A DIFFERENCE. BE THAT DIFFERENCE.”

**– Mike Yeager,
U.S. Marshal,
Northern District of
Georgia**

CHAPTER 7: LEADING AND INSPIRING YOUR EMPLOYEES



Although every area is different, there are certain traits all successful leaders possess: Vision, Enthusiasm, and Humility.

- Simply put, having vision means looking toward the future, not just today. A good leader will look 10-years out to determine the best direction and strategy for his or her people and organization. With any new ideas, look at both short and long-term objectives to evaluate and analyze requirements, chances for success, and potential pitfalls. Looking forward as you plan a project, as well as during development and implementation, will help you identify or avoid issues that might arise which could interfere with success or even cause a project to fail.
- Good leaders have enthusiasm for their position and organization. They have to love what they are doing to commit to putting in 100 percent effort every day. They have to constantly look for ways to improve their organization because they want to succeed and be part of a dynamic organization.

“Leadership is the force of will that responsibly moves change into existence while protecting and advancing that which we have been charged to honor and respect.

**Robert A. Dixon, U.S. Marshal,
District of Columbia, Superior Court**

- Good leaders have to have humility. They have to be able to put themselves in another person's shoes to understand their point of view, motivation, and see how changes will affect those around them. A good leader is not afraid to make mistakes. Everyone makes mistakes; they are part of the growth process. Expect that about 10 percent of the decisions you make will be mistakes. Learn from them, be willing to change, and move forward with enthusiasm.
- Good leaders will use these qualities to inspire and empower those in their organization to excel at their jobs and be willing to go above and beyond what is necessary. Foster a "family first" environment. Everyone has a life outside of work and balancing work and family can be difficult and stressful. Knowing management cares about them and their families can alleviate a lot of anxiety and stress, while at the same time motivating employees to do their best at work.
- Be flexible. If your employees are getting their work done successfully, be open to accommodating their outside commitments whenever possible. Happy and engaged employees are critical to our success.

Being family friendly and flexible also empowers employees and deepens their commitment and loyalty to the organization. When they have flexibility, they are willing to assume more responsibilities and do what is necessary for mission accomplishment. Be open to new ideas and process improvements. Encourage employees to think outside the box and be comfortable presenting their suggestions. Once again, everyone makes mistakes, but they should not be fearful to try new things.

"The men and women under your command know how to do their jobs. Your goal is to inspire them to do their jobs to the best of their abilities."

Brendan Heffner, U.S. Marshal, District of Central Illinois



"Good Marshals do not issue handcuffs to their deputies to restrain their creativeness and productivity, but will encourage and provide freedom to think outside of the box."

**Wing Chau, U.S. Marshal,
District of Rhode Island**

"SINCE 1789, THE STAR HAS BEEN FORGED BY THE VISION, VALUES, AND DEDICATION OF THOSE WHO HAVE HELD IT. RESPECT THE HISTORY AND TRADITION OF THIS GREAT AGENCY WITH A HUMBLE HEART AND EMPOWER THOSE YOU LEAD WITH A STRONG SENSE OF BUILDING ON THOSE VALUES."

**– Scott Kracl,
U.S. Marshal,
District of Nebraska**

CHAPTER 8: ARTICULATE VALUES AND SET EXPECTATIONS



Having employees who are fully committed to performing their best and willing to do whatever is needed is imperative for organizational success. We need our employees to commit 100 percent to our mission. Be flexible with them, give them the freedom to accomplish tasks and find out what motivates them individually to inspire their 100 percent commitment.

Whenever possible, be flexible. It is very easy to get stuck in the rut of keeping things the way they have always been. Be open to new ideas and allow your employees the flexibility to make the job work for them. By doing this you will motivate and empower them and they will be committed to excellence and willing to go the extra mile. They will be willing to take on additional responsibilities and will accomplish more.



"When leading, always apply the Platinum Rule:

Treat people the way they want to be treated. The leader who defines his values ensures that his moral compass is pointing north."

**C. Martin Keely, U.S. Marshal,
Northern District of Alabama**

Give your staff the freedom to accomplish their missions and more. By allowing them to determine the best way to meet their required duties, they will work more independently and take more initiative. Ensure employees know both our agency's core values and their individual performance objectives so they can work to not only meet, but to exceed, what is required of them. They will innovate and improve processes and procedures, improve our organization, and gain greater satisfaction in their positions.

Find out what motivates every individual separately. Put the right people in the right positions to utilize their individual strengths and make sure their heart and mind are in the position, not just the pay grade. Look for non-traditional ways to supplement the workforce to increase morale and productivity. For example, contract employees provided by jails can process and transport prisoners or assist administrative personnel with prisoner management. Non-profit organizations, for example the American Association of Retired Persons, assist their clients with returning to the workforce and look for sponsor organizations where they can hone their administrative skills such as answering phones and doing clerical work. Using resources like these can fill voids in the organization and free up employees for other duties.

- Communicate with your staff.
- Let them know you expect the best from them and will provide them the tools, freedom, and flexibility they need.
- Recognize when people are doing a great job.
- Encourage them to suggest new or improved processes.
- Empowered and appreciated employees will go above and beyond what is expected.



FORM No. 10.

DEPUTY U. S. MARSHAL'S OATH OF OFFICE.

FOR THE Territory DISTRICT OF Arizona

I, Taylor Frush, do solemnly swear that I will faithfully execute all lawful precepts directed to the Marshal of the Territory District of Arizona, under the authority of the United States, and true returns make, and in all things well and truly, and without malice or partiality, perform the duties of the office of Deputy United States Marshal of the Territory District of Arizona during my continuance in said office, and take only my lawful fees; and that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; and I will bear true faith and allegiance to the same; that I take this obligation freely, without any mental reservation or purpose of evasion; and that I will well and faithfully discharge the duties of the office upon which I am about to enter: So HELP ME GOD.

Sworn to and subscribed before me, this 21st day of August AD 1900

Tucson, Ariz August 25, 1900

I certify that the above-named Taylor Frush, Deputy Marshal, entered upon the performance of his official duties the 21st day of August, 1900

Wm M Griffith
United States Marshal.

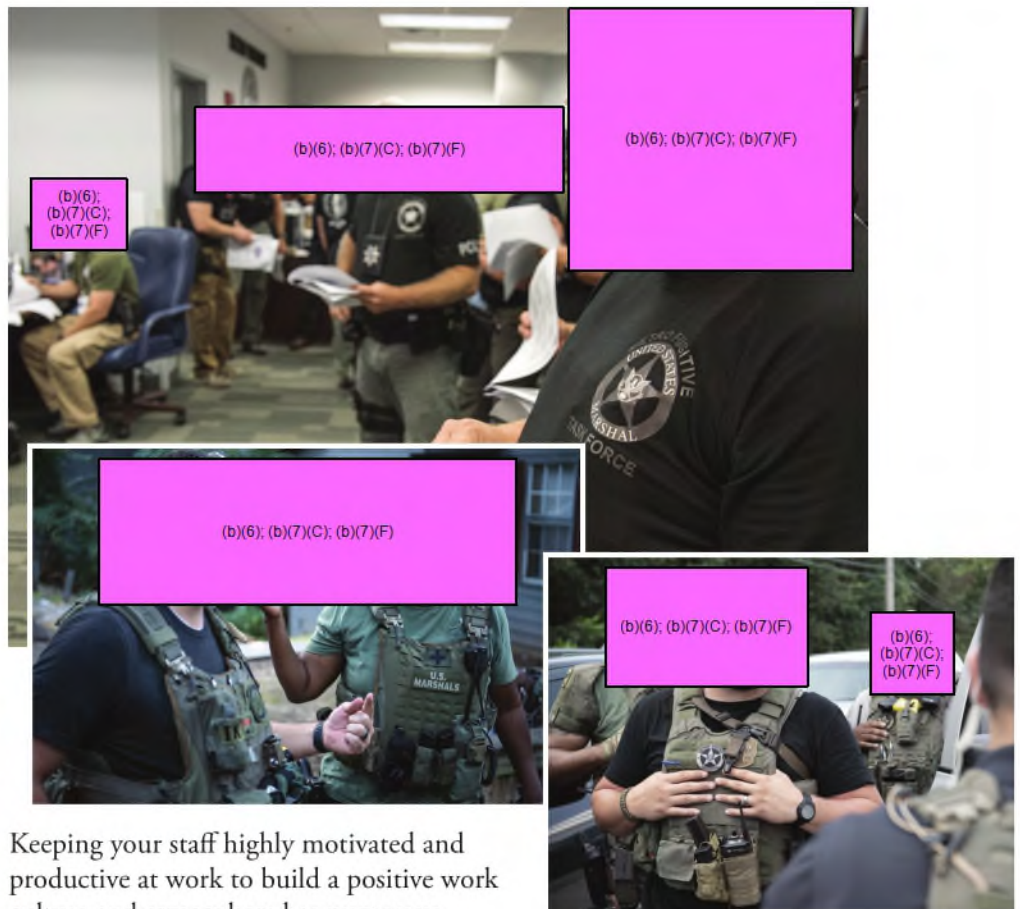
“The decisions made by the U.S. Marshal affect the morale, attitude, demeanor, and overall work performance of your district employees for years after you’re gone. Those decisions will be your legacy, and it’s 100 percent up to you whether you lead by persuasion or inspiration.”

**John Garrison, U.S. Marshal,
Eastern District of Texas**

“DO THE RIGHT
THING, DO THE
BEST YOU CAN, AND
TREAT EVERYONE
THE WAY YOU WANT
TO BE TREATED.”

– Russ Burger,
U.S. Marshal,
District of Oregon

CHAPTER 9: BUILDING STRONG TEAMS



Keeping your staff highly motivated and productive at work to build a positive work culture and atmosphere has numerous benefits. From establishing the right culture, to building relationships, to recognizing our employees, the following six points, though certainly not all inclusive, are for your consideration to aid in building a strong team:

1. COMMUNICATE

The best way to demonstrate value between team members is through communication. It is difficult to feel like you are part of a team when not everyone has information that has been shared or when team members do not fill each other in on things. Keep a level of transparency whenever possible with all employees.

2. CREATE A POSITIVE CULTURE

Recognizing and articulating the actions and attitudes of the team over time, such as in briefings or group meetings where everyone hears the same words and message, the leader is able to share a positive cultural vision with their employees. You can find more details in the article titled, “7 Core Values for Building a Team,” written by [Thin Blue Line of Leadership](#).

“Your deputies should see you in court from time to time and should occasionally see you in the field during enforcement activities. Managers manage, Supervisors supervise, and Marshals lead!”

John Cary Bittick, U.S. Marshal, Middle District of Georgia

3. BUILD UNITY

Treat people the way you want to be treated. The consistent practice of this concept can take you a long way in your growth as a leader that creates positive cultures based upon unity. You can find more details in the article titled, “7 Core Values for Building a Team,” written by [Thin Blue Line of Leadership](#).

4. EMPOWER OTHERS

Great leaders empower others which can create an inclusive environment that keeps employees engaged and motivated.

5. EXEMPLIFY AND EXPECT PERSONAL ACCOUNTABILITY

What can I do? How can I learn from this mistake? What can I do to make a difference today? Having a culture based upon personal accountability is one of the main differences between having a culture of mediocrity and a culture of excellence. You can find more details in the article titled, “7 Core Values for Building a Team,” written by [Thin Blue Line of Leadership](#).

6. BUILD A CREATIVE ATMOSPHERE

Fostering team collaboration builds a creative atmosphere in your district, which gives your team members a great opportunity to make the best of their skills and abilities. You can find more details in the article titled, “[5 Leadership Skills You Need to Build a Strong Team](#),” written by Vartika Kashyap.

By building a strong team, the leader is creating a lens which each individual employee can look through as they go about their daily duties and see things in a similar manner instead of through their own individual perspectives. As a leader, do you exhibit competence? Do you exemplify a work-life balance? The behaviors leaders portray directly affect employee behavior. If a leader doesn't have a life outside of the office, it suggests their employees shouldn't either. If a leader is insincere or leads by fear, employees will check out immediately. You can find more details in the article titled, “[Building a Team: The Secrets of a Successful Leader](#),” written by Tauyna Williams.

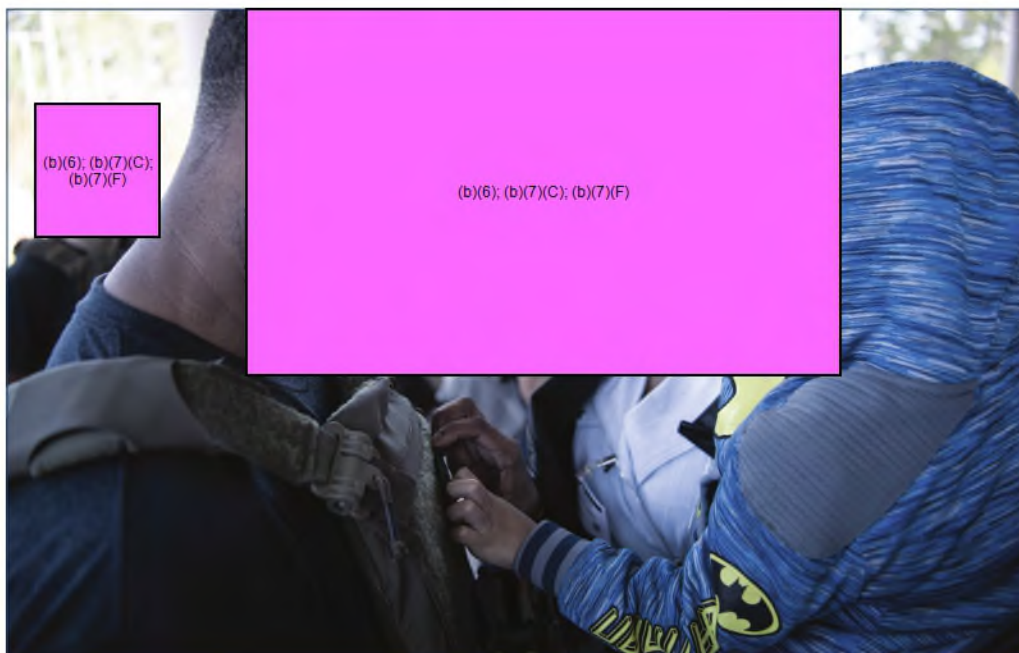
As a leader, you will know you have built a successful team when employees work effortlessly without you.

Employee recognition is a great communication tool that reinforces and rewards a person or team's behavior, effort, or result that supports the organization's goals and values. When employees and their work are valued, their satisfaction and productivity should rise, and this in turn should be a motivating factor for maintaining or further improving their work product.

Recognizing employees for their good work sends a powerful message to the individual, their group, and other employees. Do you utilize some type of District Employee Award Program within your district? This is a program where employees nominate their peers for extraordinary accomplishments, high achievements, or special acts; a program where a working group, made up of district employees, discuss, vote on, and make potential award recommendations to district management.

Team Building can help your personnel get on the same page, work together, and increase their motivation to complete tasks and assignments in a timely fashion. When team-building exercises are implemented, employees build trust and a spirit of unity. Consequently, they can become more engaged with each other and their work.

As a result, employees often feel more comfortable expressing themselves, which can lead to more effective communication. There are many team-building activities you can use to develop relationships among coworkers and build communication skills. For example, participating in escape room activities, rope courses, and office trivia, just to name a few. Regardless of the reason, make sure that engagement and a positive experience are top priorities.



“Vision, enthusiasm, and humility are three traits of great leaders. Plan for the future well beyond today, be enthusiastic for and empower your employees, have humility to understand what each employee is going through daily, know what motivates everyone, and stress a family environment, letting each know that they and their families come first. If your employees are good in their minds and in their hearts, they are going to be great within your district. In turn, they will give you 100 percent and create an exceptional team.”

Pete Elliott, U.S. Marshal, Northern District of Ohio

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"YOUR SUCCESS AS THE U.S. MARSHAL IS A REFLECTION OF THE PEOPLE AROUND YOU AND THE TONE YOU SET FOR YOUR DISTRICT. BE QUICK TO LISTEN, SLOW TO SPEAK, AND SLOW TO BECOME ANGRY...LEAD THE TEAM!"

**– Michael Greco,
Retired U.S. Marshal,
Southern District of
New York**

CHAPTER 10: THE PRINCIPLES OF SERVANT LEADERSHIP



Many senior leaders in law enforcement know the term “servant leadership” but what exactly does it mean and how can this concept help a person who was just appointed as the United States Marshal?

Servant leadership is a leadership philosophy in which the main goal of the leader is to serve. This is different from traditional leadership where the leader’s focus is the success of their company or organization. One U.S. Marshal perfectly summarized it as, “When you become a leader you give up the right to think about yourself.” Many of us have been able to put our careers first, focusing on career development and furthering our education. However, once you become a U.S. Marshal you have reached the pinnacle of your career, at least in your designated district. At this point, it may be wise to shift your attention from your own goals and aspirations to those of the people in your district.

While servant leadership is a timeless concept, the phrase “servant leadership” was coined by Robert K. Greenleaf in, “The Servant as Leader,” an essay he first published in 1970. In that essay, Greenleaf said:

The servant-leader is servant first... It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead. That person is sharply different from one who is leader first, perhaps because of the need to assuage an unusual power drive or to acquire material possessions... The leader-first and the servant-first are two extreme types. Between them there are shadings and blends that are part of the infinite variety of human nature.

The difference manifests itself in the care taken by the servant-first to make sure that other people's highest priority needs are being served. The best test, and difficult to administer, is: Do those served grow as persons? Do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? And, what is the effect on the least privileged in society? Will they benefit or at least not be further deprived?

A servant-leader focuses primarily on the growth and well-being of people and the communities to which they belong. While traditional leadership generally involves the accumulation and exercise of power by one at the “top of the pyramid,” servant leadership is different. The servant-leader shares power, puts the needs of others first and helps people develop and perform as highly as possible.

Another description of servant leadership comes from Cheryl Williamson who writes for Forbes Magazine. She states:

For as long as I can remember, I have had an extremely strong and uncommon desire to serve others. As I have grown and developed as a professional and leader, I have realized that my innate desire to serve has catapulted my career to astronomical heights; all because I have always followed my desire to serve first. A leader with a servant's heart is a truly invaluable asset, and everyone in a leadership position should seek to adopt this type of mentality.

Sometimes, we confuse leadership with dictatorship. A dictator barks out orders and does not consider the wants and needs of others. A servant leader is the complete opposite. A servant leader works tirelessly to develop his or her people and is focused on what they can do for others.

Author Cheryl Williamson compiled a few examples of what it means to be a servant leader, and most importantly, ways you can establish a culture of servant leadership within your organization, in an article titled, “Servant Leadership: How to put Your People Before Yourself.”

1. LET OTHERS SEE YOU SERVE AND ENCOURAGE THEM TO JOIN YOU

“It is of the utmost importance that my employees and clients alike witness me in service. For example, this past holiday season I organized a book donation drive to provide books to the residents of one of my favorite charities, Martha's House, which is a local transitional facility for women who are reentering society post-incarceration. I donated copies of my own books and encouraged other authors and people on my team to do the same. Collectively, we donated over 50 books. I simultaneously gave back to the community while showing my team what it means to embody service.”

2. MAKE SURE THEY KNOW THAT YOU CARE

We have all heard the famous quote, “They don't care how much you know until they know how much you care.” It is crucial that leaders know and understand the message and meaning behind this quote. Being knowledgeable does not make you a good leader, caring for your employees does. A leader who shows his or her team that they care will not have to worry about loyalty or poor customer service. Place the importance of taking care of your people above the importance of your bottom line. When you take care of your people, they will take care of your customers. Get creative with finding ways to show your team that you care. It could be something as small as a \$5 gift card to their favorite store or offering a kind word when they have experienced a personal trauma.

“A Marshal should be empathetic to his or her employees, which will ultimately build a strong relationship and increase morale.”

**Mark F. Sloke, U.S. Marshal,
Southern District of Alabama**

3. INVEST IN YOUR PEOPLE

The biggest investment you can make in your people is your time. Your team wants to spend time with you. Giving your time is a surefire way to let them know how much you care. Spending quality time with your team will influence their job performance directly and therefore, benefit your bottom line. Spend time connecting with them as often as you can. Talk to them about nonwork-related topics and show genuine interest in them as a person. You would be surprised how much this will mean to your team.

4. DO NOT PLACE RESTRICTIONS ON YOUR WILLINGNESS TO SERVE

For a servant leader, no job is beneath their pay grade. A true servant leader is willing to clean toilets if necessary. If you are in a leadership position, do not make the mistake of feeling or thinking that you are above grunt work. Your team can sense this type of attitude, and it is discouraging. It also puts distance between you and your team. Never be afraid to roll up your sleeves and go to work.

Successful leaders maintain a servant's heart and thus encourage their people to do the same. Imagine what your district's culture would look like if you and all your team became servant leaders. Only good can come from you showing your people what it means to serve first. Challenge yourself to explore ways to foster servant leadership in your own leadership style and among your team as well.

Examples retrieved from the article titled, "[Servant Leadership: How to put Your People Before Yourself](#)," written by Cheryl Williamson for Forbes.

RECOMMENDED BOOKS ON SERVANT LEADERSHIP

Servant Leadership: A Journey into the Nature of Legitimate Power and Greatness, 25th Anniversary Edition, by Robert Greenleaf

Reading (or re-reading) Greenleaf's classic book is a great place to start thinking about what servant leadership means today. Greenleaf, who passed away in 1980, was a top executive at AT&T and a visiting lecturer at Massachusetts Institute of Technology's School of Management and Harvard Business School. His ideas on empowering employees caused many leaders to rethink how they ran their companies and offered a new way to grow a company. Whether you run a sole proprietorship where you are managing contractors or have scaled up to hiring employees, Greenleaf offers many relevant ideas on how to build a stronger culture where your team will thrive.

Leaders Eat Last: Why Some Teams Pull Together and Others Don't, by Simon Sinek

Sinek, author of the popular book *Start with Why*, offers insight on how to build a workplace around trust and avoid the infighting and silos that doom unsuccessful cultures.

In case you are wondering what the title refers to, Sinek found an answer to a longstanding question in his mind about how great leaders build trust when speaking with a U.S. Marine Corps General: "Officers eat last." Essentially, great leaders put the good of the team ahead of their own, which sets the tone for the entire organization.

If your team is young, make sure you check out the latest edition. Sinek's 2017 paperback book, originally published in hardcover in 2014, now includes an expanded index on leading millennials.

The Servant Leader: How to Build a Creative Team, Develop Great Morale, and Improve Bottom-Line Performance, by James A. Autry

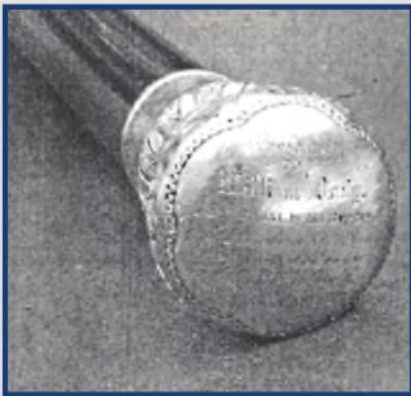
Autry, a former Fortune 500 Executive, shows how managing with respect, honesty, love, and spirituality will help you become a better leader. This book offers practical advice on how to apply servant leadership in less-than-ideal situations such as conflict and crisis and turn around declining morale. You will also learn how to train managers in servant leadership and continue to grow as a servant leader.

The Serving Leader: Five Powerful Actions that Will Transform Your Team, Your Business, and Your Community, by Ken Jennings and John Stahl-Wert

Originally published in 2003 and updated in paperback in 2016, *The Serving Leader* is a parable about the lessons a dying father teaches his son that makes it easy to absorb and apply the key principles of servant leadership in every area of your life. If you are looking to bring deeper meaning to your life as a leader, this is a good book to add to your nightstand.

The World's Most Powerful Leadership Principle: How to Become a Servant Leader, by James C. Hunter

Being a servant leader does not mean being wishy-washy. As Hunter explains, servant leaders can be uncompromising in setting the mission and values for a business and how it operates. But unlike old-school, hierarchical leaders who bark orders, servant leaders operate like coaches, empowering employees with the tools they need to thrive and excel. Hunter is a leadership consultant and author whose books are taught in Master of Business Administration programs around the world. In today's highly collaborative, fast-changing work environments, his ideas are more relevant than ever—as are the general ideas behind servant leadership.



History: U.S. Marshal Daily Made his Mark in Nebraska

Pieces of U.S. Marshals Service history can appear in many different forms, be they official documents, newspaper articles, or personal effects, and along this latter vein falls a walking stick given to a retiring U.S. Marshal by his deputies in 1880.

Jim Wilks is a private citizen in northern Virginia who owns the cane, and the U.S. Marshal to whom it was given, William “Major” Daily, was Wilks’ great-great-grandfather.

A Lasting Memory

The cane is an impressive piece. Its ferrule is made of German silver and engraved with floral designs; its headpiece is gold plated. The inscription on the headpiece reads: Presented to William Daily, U.S. Marshal, by his Deputies ... E.L. Bierbuar, D.B. Ball, H.L. Moody, J.G. Hastings, A.J. Wright, G.W. Gulp 1880.

(Retrieved from the U.S. Marshals Service History website)

**“LEAD BY EXAMPLE
AND MAKE THOSE
VERY DIFFICULT
UNPOPULAR
DECISIONS THAT
ARE IN THE BEST
INTEREST FOR THE
EMPLOYEES OF YOUR
ENTIRE DISTRICT
AND FOR THE U.S.
MARSHALS SERVICE.”**

**– John Gibbons,
U.S. Marshal,
District of
Massachusetts**

CHAPTER 11: MANAGING EMPLOYEE ISSUES



MANAGING PROBLEM EMPLOYEES IN THE WORKPLACE: HOW TO DEAL WITH DIFFICULT EMPLOYEES

United States Marshals Service leadership will occasionally have to deal with employees who are causing problems within their district/division. If disruptive employees are not dealt with in a timely fashion, supervisors may find themselves spending more time on personnel matters as opposed to working effectively toward the district/division's agency mission.

IDENTIFYING DISRUPTIVE PERSONNEL

Problem employees may have a negative attitude, be resistant or resentful to authority, be unwilling to accept responsibility for his or her actions, and manipulate and sabotage direction to get his or her way. On a more serious scale, problem employees may also have anger issues, be overly aggressive, abuse alcohol or drugs, constantly complain, overreact, demonstrate insubordination, and/or bully or harass other employees.

If an employee in your organization demonstrates one or more of the characteristics or behaviors mentioned above, it is likely this employee's actions have caused a negative effect on the organization's overall performance and/or morale. Supervisors should take immediate steps to gain control of the situation, because not only can the employee's bad attitude cause trouble, it can also be contagious. To ensure your organization continues to work well together for the good of the agency, the following provides information on how supervisors can manage problem employees.

DOCUMENT THE BAD BEHAVIOR

Make a note of the problematic behavior, the consequences, and how often it occurs. Note if there were witnesses when the problem employee said or did anything that negatively impacted his or her work or office. It should also be noted if/when the behavior has caused offense to fellow co-workers or any other persons (e.g., stakeholders, customers).

COMMUNICATE IN A DIRECT MANNER

Do not beat around the bush. Get to the heart of the matter right away. Tell the employee that his or her negative behavior has become a cause for concern. During this part of your conversation, do not hesitate to refer to your documentation, then give clear expectations of the behavior that you expect from this employee moving forward.

DETERMINE IF STRESS OR TRAUMA IS PRODUCING BAD BEHAVIOR

It is possible that the employee is behaving badly due to trauma or stress from their job or outside influences. The supervisor may inform the employee of the benefits provided by the Employee Assistance Program (EAP) and give the employee an EAP referral in writing or via a copy of an EAP brochure which includes the telephone number to call. Per U.S. Marshals Service Policy Directive [17.25 Employee Assistance Program](#), management may provide the following types of management referrals to employees:

- **Informal Referral:** A manager or supervisor may suggest an employee seek EAP services when the employee's performance and/or conduct has begun to deteriorate, or when the manager or supervisor learns information that suggests EAP might be of assistance to the employee.
- **Formal Referral:** A formal EAP referral is in writing, usually verbally communicated to the employee, and states the performance and/or conduct reasons why the referral is being made. Formal referral memoranda are protected by the Privacy Act of 1974, should be marked with "For Official Use Only", and should be safeguarded as prescribed in Policy Directive [17.6.3, Document Security](#). Please refer to the policy for more information on the EAP Program.

PROVIDE CONSISTENT AND CLEAR EXPECTATIONS

Consistency is key when managing a difficult employee.

If you have documented a certain type of behavior or attitude that is unacceptable, then follow up with the employee consistently to address the matter at hand. Always be clear with the employee when a flare up occurs. Never ignore issues when they occur again just because you are preoccupied with something else. Set the consequences if things do not change for the better. Remember that disciplining is part of a supervisor's job, and your problem employee needs to understand that their actions will have real consequences. A few key pointers:

1. Listen

Sometimes when an employee is exhibiting negative behavior, we may try to avoid the matter to protect ourselves from the irritation. With so many other responsibilities as a supervisor, the hope is that the matter will resolve itself. However, the best managers become very attentive when someone is not doing well. They know their best opportunity at improving the behavior lies in having the clearest possible understanding of the situation, including knowing the employee's point of view. In some cases, simply listening to the employee can save the day. You may even discover a different problem, at no fault to the employee, and mitigate the situation. By listening, the employee may start acting very differently once he or she feels heard and you may discover important issues that need to be addressed.

"True leadership begins with showing others how to act."

**Bradley J. LaRose, U.S. Marshal,
District of Vermont**

2. Give Clear, Behavioral Feedback

Supervisors can spend months, even years, complaining about problem employees without ever giving them actual feedback about what they need to be doing differently. Providing constructive and/or critical feedback is one of the most uncomfortable responsibilities a manager must do, but great managers learn to provide feedback reasonably well, and then apply it. Providing clear expectations lowers the employee's defensiveness and gives them the specific information they need in order to improve.

3. Be Consistent

If you say you are not okay with a behavior, do not be okay with it sometimes. Employees look to see what you do more than what you say. If, for instance, you tell employees it is critical they submit a certain report by a certain time, but are then inconsistent with calling out late reports, the less reliable employees, will generally, not worry about timely submissions. Set standards you are willing to hold employees to, and then hold them to it consistently.

4. Work Through the U.S. Marshals Service Reporting Processes

Good managers continue to seek advice and hold out hope for improvement until the point when they decide that terminating the employee may be necessary. They also make sure they have maintained the proper level of documentation allowing them to hold the individual accountable through the discipline process. If you are at a point in your efforts to more formally address a situation, then you should be having very clear conversations with the Human Resources Division (HRD), [Employee and Labor Relations Branch](#) and/or the Office of Professional Responsibility-[Internal Affairs \(OPR-IA\)](#), to ensure you are following the proper procedures for dealing with performance issues and/or misconduct.

5. Report the Misconduct

Per U.S. Marshals Service Policy Directive [3.40, Discipline and Adverse Actions](#), supervisors must inform employees of the rules and standards of conduct and performance and ensure their employee's compliance. Supervisors are to promptly report misconduct or any alleged infractions of statutes or regulations that may warrant discipline to the OPR-IA. Please refer to the Discipline and Adverse Actions Policy Directive for further guidance on how to report misconduct of any kind.

Managing a problem employee can be a challenge, but as a supervisor in a law enforcement environment, dealing with the employee the right way is the best thing to do to ensure your organization's good performance and behavior is not jeopardized. It is also the best way to keep morale high and doing so may help to get these employees back on track.

“Know your staff and look out for their welfare, keep your staff informed, set the example, model appropriate behavior. Develop a sense of responsibility among subordinates. And lastly, there is no excuse for not being prepared.”

Michael D. Baughman, Retired U.S. Marshal, Western District of Pennsylvania

DEALING WITH POOR PERFORMANCE

When dealing with performance issues, supervisors should always communicate clear performance standards and expectations to employees and provide regular and frequent feedback on performance. When these measures are taken and an employee's performance continues to decline, reach out to the HRD, Employee and Labor Relations Branch to receive guidance on how to address poor performance. Below are additional resources for how to deal with poor performance:

- U.S. Marshals Service Policy Directive [3.17 Performance Management Program](#)
- [Office of Personnel Management: Guide for Supervisors on Addressing and Resolving Poor Performance](#)

Office of Personnel Management Guide Flowchart

Addressing and resolving poor performance is a three-step process. These three steps are:



This comprehensive guide succinctly covers the three-step process in a user-friendly format. It includes information on effective employee counseling, special considerations for improving conduct or performance, and defines a supervisor's authority. It also offers checklists and Q&A sections for each step, as well as other resources such as sample memorandums and notices.

"I THINK IT IS IMPERATIVE THAT U.S. MARSHALS DO A LOT OF GOOD LISTENING FROM THE BEGINNING OF THEIR CAREER AS U.S. MARSHALS. ALTHOUGH NEWLY APPOINTED U.S. MARSHALS USUALLY ALREADY HAVE REALLY GOOD EXPERIENCE, OFTEN TIMES THEIR EXPERIENCE IS NOT U.S. MARSHAL SERVICE EXPERIENCE, AND BEING A GOOD LISTENER WILL HELP MAKE THE TRANSITION NEARLY SEAMLESS."

**– Gadyaces S. Serralta,
U.S. Marshal,
Southern District of
Florida**

CHAPTER 12: WHO TO CALL FOR EMPLOYEE ISSUES



As leaders and managers of the United States Marshals Service, it is your responsibility to maintain the safety and wellbeing of the workforce you lead. This includes a safe and secure working environment and promoting mutual collaboration and teamwork.

First and foremost, your professionalism and the modeling of acceptable behavior is vital to creating and fostering a place of mutual respect. Second, being a proactive and engaged leader assists in the early identification of employees who may need assistance, guidance, or other interventions. Making communication a priority in the workplace and setting forth expectations results in transparency and effective management.

To that end, managers are responsible for holding their employees individually accountable for inappropriate conduct, disruptive behavior, and/or threatening behavior. In addition to your assigned U.S. Marshal mentor, the U.S. Marshals Service Headquarters offices listed below can provide the following support:

OFFICE OF PROFESSIONAL RESPONSIBILITY

The Office of Professional Responsibility (OPR) ensures accountability and integrity of U.S. Marshals Service programs, personnel, and financial activities. OPR oversees:

- Internal Affairs; and
- Compliance

Allegations of misconduct or violations of policies and procedures are to be promptly reported to OPR. Regular engagement with the employee, constant performance observation, timely feedback, thorough documentation of relevant actions, and constructive counseling given early and regularly most often leads to performance improvement and eliminates the need to consider more formal action. Addressing and documenting issues promptly is key to an effective solution.

You may contact OPR at: (b)(7)(E)

TACTICAL OPERATIONS DIVISION

The Tactical Operations Division (TOD) serves as a point of contact between the Office of the Director, districts, U.S. Marshals Service Headquarters, and other agencies to coordinate and implement operational matters. The Director of the U.S. Marshals Service authorizes a special law enforcement assignment if a crisis arises or if there is a specific security mission. The TOD carries out the orders from the Director of the U.S. Marshals Service.

Upon intervention in any incident where imminent harm is not considered likely but otherwise has cause for concern, management must promptly notify his or her chain of command within the branch, division, or district and notify a U.S. Marshals Service Headquarters Risk Coordinator.

You may contact a Risk Coordinator at: (b)(7)(E)

Additionally, a referral to the Employee Assistance Program (EAP) can be made when a manager suspects that an employee may have personal issues affecting their work performance or conduct. The EAP is a comprehensive program that helps employees and family members resolve personal problems that may affect their work performance, conduct, and overall wellbeing. Employees and family members have direct confidential access to the U.S. Marshals Service EAP staff, as well as the nationwide counseling and referral service. Available any time, day or night, employees and their family members (both in the U.S. and abroad) can contact EAP and immediately speak with a professional.

You may contact the EAP Administrator at: (b)(7)(E)

EAP 24/7 Toll Free Number: (b)(7)(E)

HUMAN RESOURCES DIVISION/EMPLOYEE AND LABOR RELATIONS

The Human Resource Division (HRD) is committed to providing accurate, consistent, and innovative HR services, products, and programs that build, shape, and support our workforce and the U.S. Marshals Services' missions. HRD/Employee and Labor Relations (ELR) can assist with, among other things, documenting performance concerns, disciplinary matters, and work status issues.

You may contact Office of Management-Employee Programs at: (b)(7)(E)

In addition, within the Hiring, Staffing and Promotions Branch there are three areas to note:

- **Law Enforcement Staffing** - All law enforcement staffing questions can be emailed to: (b)(7)(E) usms.doj.gov.
- **Administrative Staffing** - All districts and divisions are assigned a staffing specialist. Please contact your Administrative Officer to determine who is assigned to your district.
- **Merit Promotion** - Provides the mechanisms for staffing and promotional opportunities for competitive service GS-1811 series positions within the U.S. Marshals Service, grades GS-13, 14 and 15.

“A.R.T. Leadership is about Attitude, Reputation, and Teamwork.”

**Gary Burman, U.S. Marshal,
Western District of Kentucky**

OFFICE OF THE OMBUDS

The Office of Ombuds (OO) is where a manager can go to discuss workplace issues confidentially and off the record with an impartial staff member. The OO provides informal, independent conflict resolution services, which may include providing information, discussion options, and shuttle diplomacy. The OO also brings systemic concerns to the attention of agency leadership.

You may contact the OO at: (b)(7)(E)

THE OFFICE OF GENERAL COUNSEL

The Office of General Counsel (OGC) provides numerous resources for managers. OGC can provide information should you have any legal questions related to personnel issues.

You may contact OGC at: (b)(7)(E)

We share a collective responsibility to ensure the U.S. Marshals Service work environment is a productive and safe place for all employees. You must be an engaged and proactive leader to identify where there may be vulnerabilities and possible solutions to keep our work environment safe and productive for all members of the U.S. Marshals Service family.

“There are two types of leaders: Those that intimidate and those that inspire. The intimidator whips the legs of his horse to cross the finish line. The inspirer moves the heart of his horse to cross the finish line. The intimidator is loathed and the inspirer is loved. Which leader are you?”

John D. Jordan, U.S. Marshal, Eastern District of Missouri

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**“WHEN ASKED
FOR SUPPORT BY
A SISTER AGENCY,
WHETHER FEDERAL,
STATE OR LOCAL,
DON’T RIDE IN ON
A WHITE HORSE.
RIDE IN ON A MULE,
READY TO WORK
WITH THEM.”**

**– Rob Heun,
U.S. Marshal,
District of Alaska**

CHAPTER 13: BUILDING NONTRADITIONAL COMMUNITY PARTNERSHIPS

(b)(6); (b)(7)(C); (b)(7)(F)

The United States Marshals Service can benefit greatly by seeking to build non-traditional community partnerships. The ability to reach our community through different avenues is a powerful tool that can provide great benefits. The U.S. Marshals Service should always be looking for new and innovative ways to accomplish our missions and involve the community to build a strong partnership. Be open-minded and look for opportunities to create partnerships that will benefit all stakeholders.

In the past, the U.S. Marshals Service has utilized many non-traditional partnerships such as:

COMMUNITY AND FAITH-BASED ORGANIZATIONS

For the Fugitive Safe Surrender Program (FSS), the U.S. Marshals Service collaborated with local places of worship and their clergy to create a safe and less-intimidating environment for fugitives wanted for non-violent felonies or misdemeanors to turn themselves in, deal with their legal issues and begin to move forward with their lives. Partners included federal, state and local law enforcement agencies, judges, prosecutors, public defenders, probation officers, social services and many others who collaborated in one location to make this program possible. The goal of FSS was to reduce the risk to law enforcement officers, the community and the fugitives themselves. This program was highly successful and repeated in locations across the country.

MEDIA

The U.S. Marshals Service has collaborated with all forms of media outlets to reach out to the community. Many offices collaborate with local television stations and newspapers for a “Fugitive of the Week” segment which highlights one of the area’s most wanted. Outdoor advertising has also been successfully used to disseminate information on wanted fugitives and, with many of these billboards now electronic, they can be used on emerging investigations as information becomes available (such as new vehicle information and/or suspected locations). Many radio stations request members of the law enforcement community to participate on air for interviews or information in relation to current issues specific to that community. By establishing a strong media presence, the U.S. Marshals Service can reach community members and create a positive image.

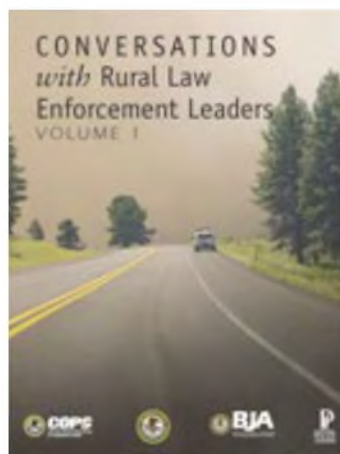
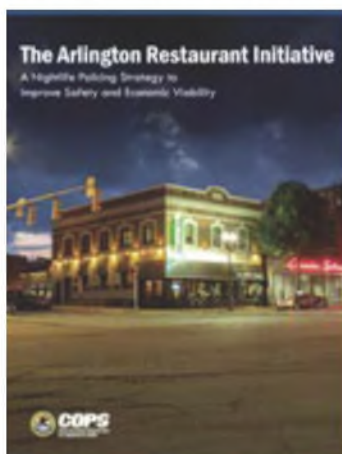


YOUTH OPPORTUNITIES

By connecting with the youth of our communities, the U.S. Marshals Service has the opportunity for interaction and engagement with youths and their families who may not have had positive experiences in the past with law enforcement. Opportunities to be part of school programs like GREAT (Gang Resistance Education and Training) puts a Deputy U.S. Marshal in a local school to teach a curriculum to younger students. The Boys & Girls Clubs of America also present the opportunity for Deputy U.S. Marshals to mentor at-risk youth. School groups often request a tour of the courthouse and U.S. Marshals Service space, and to hear from our law enforcement personnel, which can further build these relationships.

TASK FORCES

Although they are common now, the earlier fugitive task forces were not an idea that most people thought would work. At the time, the idea of many law enforcement agencies collaborating to increase our presence was not a popular one, and many thought it would not work. Through many efforts and a lot of patience, the fugitive task forces concept slowly materialized with a few departments and as their success was noticed across the areas they covered, other departments were more willing to join. As these task forces added officers and departments, they were able to accomplish more than anyone thought possible. Today, U.S. Marshals Service Fugitive task forces operate across the U.S. and are a huge part of the U.S. Marshals Service’s success.

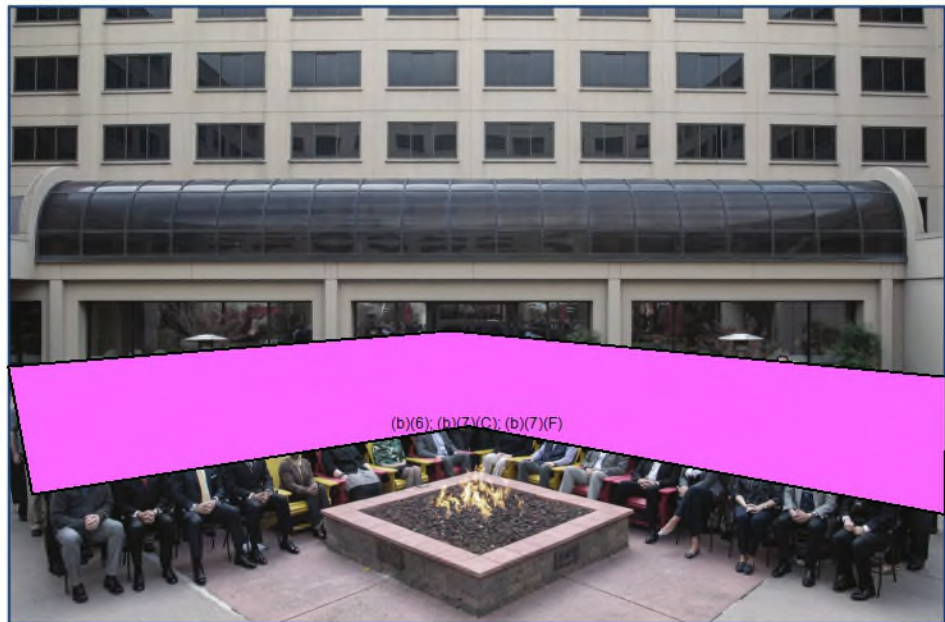


Community Policing Publications from the [Department of Justice, Community Oriented Policing Services website](https://www.dhs.gov/department-of-justice-community-oriented-policing-services).

**"LEADERSHIP IS
ACKNOWLEDGING,
SUPPORTING AND
ENCOURAGING
THE WORK AND
IMAGINATION OF
OTHERS."**

**– Enoch F. Willard,
U.S. Marshal,
District of New
Hampshire**

CHAPTER 14: LEADERSHIP QUOTES FROM UNITED STATES MARSHALS



DISTRICT RELATED

"THE CHIEF JUDGE AND CHIEF DEPUTY SHOULD BE THE U.S. MARSHAL'S TWO GREATEST ALLIES."

- Jim Clark, U.S. Marshal, District of the Virgin Islands

"THE DECISIONS MADE BY THE U.S. MARSHAL AFFECT THE MORALE, ATTITUDE, DEMEANOR, AND OVERALL WORK PERFORMANCE OF YOUR DISTRICT EMPLOYEES FOR YEARS AFTER YOU'RE GONE. THOSE DECISIONS WILL BE YOUR LEGACY, AND IT'S 100 PERCENT UP TO YOU WHETHER YOU LEAD BY PERSUASION OR INSPIRATION."

- John Garrison, U.S. Marshal, Eastern District of Texas

DISTRICT RELATED, CONTINUED

“AS A NEW U.S. MARSHAL, GET TO KNOW YOUR DISTRICT AND LET YOUR DISTRICT GET TO KNOW YOU. LEADERSHIP IS NOT ABOUT BEING THE BEST. LEADERSHIP IS ABOUT MAKING THOSE AROUND YOU BETTER. GREAT LEADERS DON’T SET OUT TO BE A LEADER; THEY SET OUT TO MAKE A DIFFERENCE. BE THAT DIFFERENCE.”

- Mike Yeager, U.S. Marshal, Northern District of Georgia

“BECOMING A U.S. MARSHAL IS ONE OF THE HIGHEST HONORS OF YOUR CAREER. CONTINUE TO LEAD YOUR DISTRICT WITH GREAT INTEGRITY, CIVILITY AND ALWAYS HAVE YOUR MORAL COMPASS POINTED NORTH. THE CAREER PROFESSIONALS WILL FOLLOW YOUR LEADERSHIP; RELY ON THEIR SOUND ADVICE AND SUPPORT, AS YOU JOURNEY FORWARD.”

- Kim V. Gaffney, U.S. Marshal, Western District of Wisconsin

“ON MY FIRST DAY, I FELT IT WAS IMPERATIVE TO LET THE DISTRICT KNOW THAT I HAD NO INTENTION OF IMPLEMENTING CHANGES IN AN ATTEMPT TO MIRROR MY PREVIOUS AGENCY. THERE WAS A COLLECTIVE SIGH OF RELIEF AS SOON AS I UTTERED THOSE WORDS. JOHN MAXWELL STATED IT BEST, ‘MATURE LEADERS LISTEN, LEARN, AND THEN LEAD.’”

- Michael T. Baylous, U.S. Marshal, Southern District of West Virginia

“UNDERSTAND THAT THE CHIEF DEPUTY AND SUPERVISORY STAFF ARE WELL-TRAINED CAREER PROFESSIONALS WHO DO NOT NEED MICRO-MANAGEMENT. YOUR BEST CONTRIBUTION TO THE U.S. MARSHALS SERVICE AS THE U.S. MARSHAL IS TO SHARE YOUR LESSONS LEARNED ELSEWHERE AND LEVERAGE YOUR POLITICAL AND PROFESSIONAL RELATIONSHIPS BUILT OVER THE COURSE OF YOUR CAREER IN SUPPORT OF YOUR DISTRICT’S MISSION AND THE U.S. MARSHALS SERVICE AT LARGE.”

- Mark S. James, U.S. Marshal, Western District of Missouri

“YOUR DEPUTY U.S. MARSHALS SHOULD SEE YOU IN COURT FROM TIME TO TIME AND SHOULD OCCASIONALLY SEE YOU IN THE FIELD DURING ENFORCEMENT ACTIVITIES. MANAGERS MANAGE, SUPERVISORS SUPERVISE AND U.S. MARSHALS LEAD!”

- John Cary Bittick, U.S. Marshal, Middle District of Georgia

“IT IS NOT MY JOB TO RUN THE DISTRICT. MY JOB IS TO BE SURE THE DISTRICT RUNS RIGHT.”

- Jeffrey T. Holt, Retired U.S. Marshal, Western District of Tennessee

ESTABLISHING A POSITIVE CULTURE

“WHILE TRUE THAT A POSITIVE ALLIANCE WITH THE CHIEF JUDGE, CHIEF DEPUTY AND ADMINISTRATIVE OFFICER ARE A MUST, BEING PRESENT AND INVOLVED WITH YOUR ENTIRE TEAM IS CRUCIAL. AS A RETIRED DEPUTY U.S. MARSHAL, I CAN SAY THAT YOUR DIRECT CONSIDERATION OF AND ENGAGEMENT WITH YOUR STAFF IS A TRUE DEMONSTRATION OF YOUR LEADERSHIP. TALK TO YOUR FOLKS, AND FIND OUT IF ANY TRADITIONAL DISTRICT PROCEDURES NEED TO BE CHANGED FOR THE EFFICIENCY AND SAFETY FOR ALL.”



- Bill Brown, U.S. Marshal, Middle District of Louisiana

“YOUR SUCCESS AS THE U.S. MARSHAL IS A REFLECTION OF THE PEOPLE AROUND YOU AND THE TONE YOU SET FOR YOUR DISTRICT. BE QUICK TO LISTEN, SLOW TO SPEAK, AND SLOW TO BECOME ANGRY...LEAD THE TEAM!”

- Michael Greco, Retired U.S. Marshal, Southern District of New York

“VISION, ENTHUSIASM, AND HUMILITY ARE THREE TRAITS OF GREAT LEADERS. PLAN FOR THE FUTURE WELL BEYOND TODAY, BE ENTHUSIASTIC FOR AND EMPOWER YOUR EMPLOYEES, HAVE HUMILITY TO UNDERSTAND WHAT EACH EMPLOYEE IS GOING THROUGH DAILY, KNOW WHAT MOTIVATES EVERYONE, AND STRESS A FAMILY ENVIRONMENT LETTING EACH KNOW THAT THEY AND THEIR FAMILIES COME FIRST. IF YOUR EMPLOYEES ARE GOOD IN THEIR MINDS AND IN THEIR HEARTS, THEY ARE GOING TO BE GREAT WITHIN YOUR DISTRICT. IN TURN, THEY WILL GIVE YOU 100% AND CREATE AN EXCEPTIONAL TEAM.”

- Pete Elliott, U.S. Marshal, Northern District of Ohio

“PERPETUAL OPTIMISM IS A FORCE MULTIPLIER THAT PERMEATES AN ORGANIZATION CREATING A CONTAGIOUS ATMOSPHERE.” (ADMIRER PHILOSOPHY OF GENERAL COLIN POWELL)

- Johnny Hughes, U.S. Marshal, District of Maryland

“IN ORDER TO GET THE BEST INFORMATION FOR YOUR DECISION MAKING PROCESS, CREATE A WORK ENVIRONMENT THAT EMPOWERS EMPLOYEES TO RESPECTFULLY ENGAGE AND OFFER HONEST CRITIQUES AND INPUT.”

- Michael McGowan, U.S. Marshal, District of Delaware

ESTABLISHING A POSITIVE CULTURE, CONTINUED

“A U.S. MARSHAL SHOULD BE EMPATHETIC TO HIS OR HER EMPLOYEES WHICH WILL ULTIMATELY BUILD A STRONG RELATIONSHIP AND INCREASE MORALE.”

- Mark F. Sloke, U.S. Marshal, Southern District of Alabama

“GOOD MARSHALS DO NOT ISSUE HANDCUFFS TO THEIR DEPUTIES TO RESTRAIN THEIR CREATIVENESS AND PRODUCTIVITY, BUT WILL ENCOURAGE AND PROVIDE FREEDOM TO THINK OUTSIDE OF THE BOX.”

- Wing Chau, U.S. Marshal, District of Rhode Island

“ALWAYS TREAT YOUR PEOPLE WITH KINDNESS. BUT NEVER LET THEM MISTAKE KINDNESS FOR WEAKNESS. ‘EXAMPLE IS NOT THE MAIN THING IN INFLUENCING OTHERS – IT IS THE ONLY THING,’ – ALBERT SCHWEITZER”

- Ronald L. Miller, U.S. Marshal, District of Kansas

“‘NOBODY CARES HOW MUCH YOU KNOW, UNTIL THEY KNOW HOW MUCH YOU CARE,’ – THEODORE ROOSEVELT.”

- Richard “Brad” Sellers, Former Acting U.S. Marshal, Western District of Virginia

“YOUR COMMISSION GIVES YOU AUTHORITY. YOUR BEHAVIOR GIVES YOU RESPECT”. (QUOTE BY IRWIN FEDERMAN MODIFIED TO FIT U.S. MARSHAL APPOINTMENT.)

- J.C. Raffety, U.S. Marshal, Northern District of West Virginia

“KNOW YOUR STAFF AND LOOK OUT FOR THEIR WELFARE, KEEP YOUR STAFF INFORMED, SET THE EXAMPLE, MODEL APPROPRIATE BEHAVIOR. DEVELOP A SENSE OF RESPONSIBILITY AMONG SUBORDINATES. AND LASTLY, THERE IS NO EXCUSE FOR NOT BEING PREPARED.”

- Michael D. Baughman, Retired U.S. Marshal, Western District of Pennsylvania

“YOU WILL NEVER GET AHEAD YOURSELF BY HOLDING SOMEONE ELSE BACK.”

- Douglas J. Strike, U.S. Marshal, Northern District of Iowa

“BUILD YOUR TEAM WITH PEOPLE WHO POSSESS STRENGTHS YOU LACK.” (ADMIRER LEADERSHIP QUOTE, AUTHOR UNKNOWN.)

- David P. Gonzales, U.S. Marshal, District of Arizona

“CONSTANTLY HOLD YOURSELF ACCOUNTABLE FOR YOUR OWN ACTIONS BEFORE HOLDING OTHERS FOR THEIRS.”

- Bill Berger, Sr., U.S. Marshal, Middle District of Florida

LEADERSHIP

“A.R.T. LEADERSHIP IS ABOUT ATTITUDE, REPUTATION, AND TEAMWORK.”

- Gary Burman, U.S. Marshal, Western District of Kentucky

“‘THE TREE’ IS A LEADERSHIP PRINCIPAL MY GRANDFATHER USED TO SHARE WITH ME MANY YEARS AGO, PRIOR TO HIS PASSING. MY GRANDFATHER WAS A CORPORATE EXECUTIVE IN THE PRIVATE SECTOR AND HE SAID TO ME ON NUMEROUS OCCASIONS WHILE I WAS IN COLLEGE, AND LATER AS I BECAME A LEADER IN THE MILITARY, ‘TREES DIE FROM THE TOP DOWN.’”

- Nick E. Proffitt, U.S. Marshal, Eastern District of Virginia

“‘MANAGEMENT IS DOING THINGS RIGHT. LEADERSHIP IS DOING THE RIGHT THINGS,’
– PETER DRUCKER.”

- David M. Singer, U.S. Marshal, Central District of California

“LEADERSHIP IS BUILDING THE ROAD FOR THE NEXT GENERATION OF LEADERS TO FOLLOW.”

- Randall Huff, U.S. Marshal, District of Wyoming

“‘LEADERS SHOULD NEVER BE SATISFIED. THEY MUST ALWAYS STRIVE TO IMPROVE, AND THEY MUST BUILD THAT MINDSET INTO THE TEAM,’ – JOCKO WILLINK.”

- Joseph “Dan” McClain, U.S. Marshal,
Southern District of Indiana



“‘IN ANY MOMENT OF DECISION, THE BEST THING THAT YOU CAN DO IS THE RIGHT THING, THE NEXT BEST THING IS THE WRONG THING, AND THE WORST THING YOU CAN DO IS NOTHING,’ – THEODORE ROOSEVELT.”

- Steven C. Stafford, U.S. Marshal, Southern District of California and
- Kerry Pettingill, U.S. Marshal, Eastern District of Oklahoma

LEADERSHIP, CONTINUED

“THE MEN AND WOMEN UNDER YOUR COMMAND KNOW HOW TO DO THEIR JOBS. YOUR GOAL IS TO INSPIRE THEM TO DO THEIR JOBS TO THE BEST OF THEIR ABILITIES.”

- Brendan Heffner, U.S. Marshal, Central District of Illinois

“TRUE LEADERSHIP BEGINS WITH SHOWING OTHERS HOW TO ACT.”

- Bradley J. LaRose, U.S. Marshal, District of Vermont

“THE OBSTACLES IN OUR LIVES PREPARE US FOR LEADERSHIP — BUILDING COURAGE, CHARACTER AND CONFIDENCE.”

- Sonya K. Chavez, U.S. Marshal, District of New Mexico

“PROVIDE YOUR PERSONNEL THE TOOLS, EDUCATION, GUIDANCE, AND EMPOWERMENT THAT WILL INCREASE THEIR WORTH TO THE AGENCY”.

- Todd L. Nukes, U.S. Marshal, Northern District of Indiana



“SINCE 1789, THE STAR HAS BEEN FORGED BY THE VISION, VALUES, AND DEDICATION OF THOSE WHO HAVE HELD IT. RESPECT THE HISTORY AND TRADITION OF THIS GREAT AGENCY WITH A HUMBLE HEART AND EMPOWER THOSE YOU LEAD WITH A STRONG SENSE OF BUILDING ON THOSE VALUES.”

- Scott E. Krael, U.S. Marshal, District of Nebraska

“LEADERSHIP IS TAKING CARE OF YOUR PEOPLE, MOTIVATING THEM TO ACHIEVE OUR MISSION, AND ENSURING THEY HAVE THE RESOURCES, TRAINING AND EQUIPMENT TO DO THE JOB. REMEMBER ... YOU MANAGE THINGS, BUT YOU LEAD PEOPLE!”

- Susan Pamerleau, U.S. Marshal, Western District of Texas

“‘IF YOUR ACTIONS INSPIRE OTHERS TO DREAM MORE, LEARN MORE, DO MORE AND BECOME MORE, YOU ARE A LEADER,’ – JOHN QUINCY ADAMS.”

- Greg Forest, U.S. Marshal, Western District of North Carolina

“EMBRACE THE RICH HISTORY OF THE U.S. MARSHALS SERVICE ... IT IS FILLED WITH STORIES OF SUCCESSES AND SACRIFICE THAT PROVIDE A BETTER UNDERSTANDING OF OUR AGENCY AND OF OUR DUTIES.”

- Johnny L. Kuhlman, U.S. Marshal, Western District of Oklahoma

“LEADERSHIP IS ACKNOWLEDGING, SUPPORTING AND ENCOURAGING THE WORK AND IMAGINATION OF OTHERS.”

- Enoch F. Willard, U.S. Marshal, District of New Hampshire

“‘IF YOU HAVE NOTHING TO SAY, SAY NOTHING,’ – MARK TWAIN.”

- Charles Goodwin, U.S. Marshal, District of Hawaii

“WHEN LEADING, ALWAYS APPLY THE PLATINUM RULE: TREAT PEOPLE THE WAY THEY WANT TO BE TREATED. THE LEADER WHO DEFINES HIS VALUES ENSURES THAT HIS MORAL COMPASS IS POINTING NORTH.”

- C. Martin Keely, U.S. Marshal, Northern District of Alabama

“LEAD BY EXAMPLE AND MAKE THOSE VERY DIFFICULT UNPOPULAR DECISIONS THAT ARE IN THE BEST INTEREST FOR THE EMPLOYEES OF YOUR ENTIRE DISTRICT AND FOR THE U.S. MARSHALS SERVICE.”

- John Gibbons, U.S. Marshal, District of Massachusetts

LEADERSHIP, CONTINUED

“LEADERSHIP IS THE FORCE OF WILL THAT RESPONSIBLY MOVES CHANGE INTO EXISTENCE WHILE PROTECTING AND ADVANCING THAT WHICH WE HAVE BEEN CHARGED TO HONOR AND RESPECT.”

- Robert A. Dixon, U.S. Marshal, District of Columbia-Superior Court

“THERE ARE TWO TYPES OF LEADERS: THOSE THAT INTIMIDATE AND THOSE THAT INSPIRE. THE INTIMIDATOR WHIPS THE LEGS OF HIS HORSE TO CROSS THE FINISH LINE. THE INSPIRER MOVES THE HEART OF HIS HORSE TO CROSS THE FINISH LINE. THE INTIMIDATOR IS LOATHED AND THE INSPIRER IS LOVED. WHICH LEADER ARE YOU?”

- John Jordan, U.S. Marshal, Eastern District of Missouri

“LEADERSHIP STARTS FROM THE TOP. IT’S IMPORTANT TO BUILD A STRONG TEAM OF LEADERS AROUND YOU WHO BELIEVE IN YOUR VISION, SO THEY CAN HELP IMPLEMENT THE VISION AND INSPIRE OTHERS.”

- Lasha R. Boyden, Acting U.S. Marshal, Eastern District of California

“‘WHEN YOU BECOME A LEADER YOU GIVE UP THE RIGHT TO THINK ABOUT YOURSELF,’ – GERALD BROOKS.”

- Brad A. Maxwell, U.S. Marshal, Southern District of Illinois

“LEADERSHIP IS ABOUT LOOKING OUT FOR THE AGENCY AND TAKING CARE OF THE MEMBERS, REALIZING THAT THESE ARE ONE AND THE SAME.”

- R. Don Ladner, Jr., U.S. Marshal, Northern District of Florida

“A GOOD LEADER IS ONLY AS GOOD AS THE MEN AND WOMEN WHO WORK FOR THEM.”

- Denny W. King, U.S. Marshal, Middle District of Tennessee

“‘GREAT LEADERS DON’T SET OUT TO BE A LEADER ... THEY SET OUT TO MAKE A DIFFERENCE. IT’S NEVER ABOUT THE ROLE – IT’S ALWAYS ABOUT THE GOAL,’ – LISA HAISHA.”

- Juan Mattos, U.S. Marshal, District of New Jersey

THOUGHTS FOR NEW U.S. MARSHALS

“TRUST YOUR LEADERSHIP AS THEY LIKELY HAVE A VESTED INTEREST IN THIS AGENCY GREATER THAN YOURS.”

- Martin Pane, U.S. Marshal, Middle District of Pennsylvania

“A NEW U. S. MARSHAL IS A STRANGER IN A STRANGE LAND. SPEND TIME LEARNING THE LANGUAGE AND CULTURE OF OUR AGENCY AND OF YOUR DISTRICT. ASK QUESTIONS AND DON'T BE AFRAID TO SAY, “I DON'T KNOW.”

- Clayton D. Johnson, U.S. Marshal, Northern District of Oklahoma

“POLICY WILL KEEP A SHIP OFF THE ROCKS BUT IT DOES NOT ENSURE SMOOTH SAILING. LEARN THE ABILITIES OF YOUR STAFF, AND THE LIMITS OF YOUR OWN. DELEGATE AS FAR AS TRUST ALLOWS AND EXPECT OCCASIONAL DISAPPOINTMENT; GROWTH AND SUCCESS INCLUDE FAILURE.”

- Thomas Conlon, Acting U.S. Marshal,
Eastern District of Wisconsin



“U.S. MARSHAL, YOU HAVE THE HONOR OF LEADING A DISTRICT, CONGRATULATIONS. THIS SACRED TRUST REQUIRES YOU TO LEAD WITH VISION, RESPECT ALL OF YOUR PARTNERS, AND SHOW COURAGE IN YOUR DECISIONS. YOU HAVE JOINED THE LONG LINE OF U.S. MARSHALS AND THEIR DEPUTY U.S. MARSHALS WHO HAVE PROTECTED THE FEDERAL JUDICIAL PROCESS SINCE OUR COUNTRY WAS FORMED. HONOR THEM BY BUILDING ON THEIR WORK AND ENSURING JUSTICE FOR ALL.”

- Gary Schofield, U.S. Marshal, District of Nevada

“A GOOD U.S. MARSHAL NOT ONLY HAS TO HAVE GOOD VISION, BUT ALSO GOOD HEARING.”

- Gadyaces Serralta, U.S. Marshal, Southern District of Florida

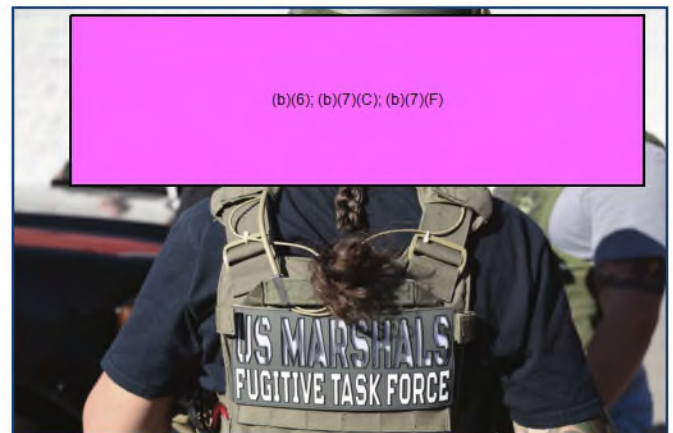
THOUGHTS FOR NEW U.S. MARSHALS, CONTINUED

“AS THE U.S. MARSHAL, YOU MUST SET GOALS FOR YOUR STAFF AND A VISION FOR YOUR DISTRICT. YOU SHOULD FOSTER A CULTURE THAT RESPECTS PEOPLE AS WELL AS PROCESS, BUT ALSO ONE WHERE YOUR DISTRICT LEADERS ARE FLEXIBLE AND AMENDABLE TO CHANGE. TO BE SUCCESSFUL, IDENTIFY EARLY ADAPTERS WHO CAN SELL YOUR VISION TO YOUR STAFF. YOU SHOULD ALSO TAKE THE TIME TO CULTIVATE RELATIONSHIPS (ESPECIALLY WHERE ONE DIDN'T PREVIOUSLY EXIST) WITH ALL YOUR STAKEHOLDERS, INCLUDING THE CHIEF JUDGE, U.S. ATTORNEY, COURT ADMINISTRATOR AS WELL AS THE CHIEFS AND SHERIFFS. BE VERSATILE, AND ENSURE YOU HAVE THE PULSE OF THE DISTRICT, THE COURTS AND LOCAL LAW ENFORCEMENT.”

- Matthew D. Harris, PhD, U.S. Marshal, District of Utah

“THIS STATEMENT WILL GET YOU IN TROUBLE EVERY TIME - “DO YOU KNOW WHO I AM?” ONCE THAT COMES OUT OF YOUR MOUTH, YOUR TIME IN YOUR POSITION WILL SOON END. REMAIN HUMBLE AND DO NOT OVERVALUE YOUR IMPORTANCE. THIS IS A GREAT JOB, BUT IT CAN END QUICKLY IF YOU GET TOO BIG FOR YOUR BRITCHES.”

- David G. Jolley U.S. Marshal, Eastern District of Tennessee



“I THINK IT IS IMPERATIVE THAT U.S. MARSHALS DO A LOT OF GOOD LISTENING FROM THE BEGINNING OF THEIR CAREER AS U.S. MARSHALS. ALTHOUGH NEWLY APPOINTED U.S. MARSHALS USUALLY ALREADY HAVE REALLY GOOD EXPERIENCE, OFTEN TIMES THEIR EXPERIENCE IS NOT U.S. MARSHALS SERVICE EXPERIENCE, AND BEING A GOOD LISTENER WILL HELP MAKE THE TRANSITION NEARLY SEAMLESS.”

- Gadyaces S. Serralta, U.S. Marshal, Southern District of Florida

“MY THREE PHILOSOPHIES ARE: SURROUND YOURSELF WITH COMPETENT MANAGERS, (E.G. YOUR CHIEF DEPUTY AND ADMINISTRATIVE OFFICER), AND LET THEM DO THEIR JOB; SUPPORT EACH OF YOUR DEPUTY U.S. MARSHALS AND PERSONNEL, AND PERSONALLY LET THEM KNOW THEY HAVE YOUR SUPPORT; AND LIVE BY THE HIGHEST OF ETHICS — LIVE AND LEAD BY EXAMPLE.”

- Scott P. Illing, U.S. Marshal, Eastern District of Louisiana

“SERVING IN THE LONG LINE OF U.S. MARSHALS WITH THE NATION’S OLDEST FEDERAL LAW ENFORCEMENT AGENCY DATING FROM 1789 IS A DISTINCT HONOR AND SOLEMN RESPONSIBILITY. EACH OF THE 94 DISTRICTS IS UNIQUE, BUT ALWAYS APPRECIATE THAT WE ARE ONE U.S. MARSHALS SERVICE AND THAT OUR SERVICE IS GUIDED BY OUR MOTTO OF ‘JUSTICE, INTEGRITY, AND SERVICE’ TO THE PEOPLE OF THE UNITED STATES OF AMERICA.”

- Craig Ellis Thayer, U.S. Marshal, Eastern District of Washington

“YOUR PEOPLE COME FIRST. PERIOD!”

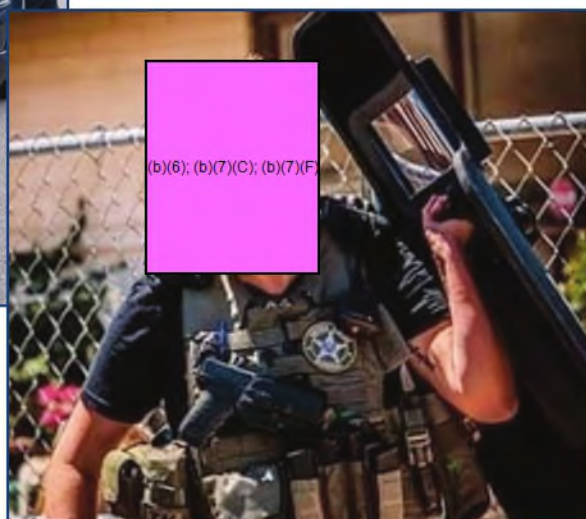
- Wilmer Ocasio-Ibarra, U.S. Marshal, District of Puerto Rico

“IF YOU’RE THE SMARTEST PERSON IN THE ROOM, YOU’RE IN THE WRONG ROOM.” (ADMIRERED LEADERSHIP QUOTE, AUTHOR UNKNOWN.)

- Mark B. Shepherd, U.S. Marshal, Southern District of Mississippi

“THE GREATEST ASSET THE U.S. MARSHALS SERVICE HAS IS THE DEDICATION OF THOSE WHO SERVE THE ORGANIZATION.”

- David A. Weaver, U.S. Marshal, District of Colorado



THOUGHTS FOR NEW U.S. MARSHALS, CONTINUED

“THE U.S. MARSHALS SERVICE EMPLOYEES ARE THE GREATEST ASSETS OF THE ORGANIZATION. THEY ARE MEN AND WOMEN OF CHARACTER WHO ARE COMMITTED AND DEDICATED TO THE MISSION OF THE AGENCY.”

- Jesse Seroyer Jr., U.S. Marshal, Middle District of Alabama

“IN LIFE AND BUSINESS IT’S NOT WHO YOU KNOW BUT WHO KNOWS YOU.” (ADMIRER QUOTE, ATTRIBUTED TO AUTHOR JAROD KINTZ, MODIFIED.)

- Norman Arflack, U.S. Marshal, Eastern District of Kentucky

“‘COURAGE IS WHAT IT TAKES TO STAND UP AND SPEAK. COURAGE IS ALSO WHAT IT TAKES TO SIT DOWN AND LISTEN,’ —WINSTON CHURCHILL.”

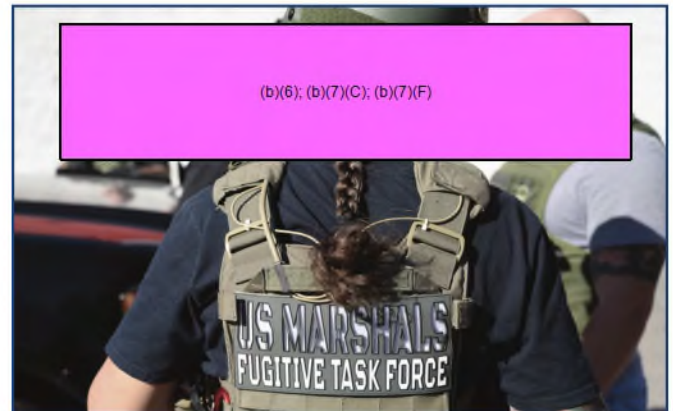
- David L. McNulty, U.S. Marshal, Northern District of New York

“ANYONE CAN COACH AN ALL-STAR TEAM”

- Bruce Nordin, Acting U.S. Marshal, Western District of Michigan

“WE ARE VISITORS IN THIS GREAT ORGANIZATION. LEARN FROM YOUR STAFF, SHARE YOUR KNOWLEDGE AND EXPERIENCE, AND MAKE CHANGES ONLY WHERE NEEDED FOR THE GOOD OF YOUR DISTRICT AND THE U.S. MARSHALS SERVICE.”

- Dallas L. Carlson, U.S. Marshal,
District of North Dakota



“THE U.S. MARSHAL MUST DEMONSTRATE LEADERSHIP BY CONNECTING, COMMUNICATING AND COLLABORATING WITH ALL STAKEHOLDERS. THE MARSHAL MUST NOT FORGET THE TEAM OF DEDICATED DEPUTY U.S. MARSHALS THAT ARE COMMITTED TO THE MISSION OF THE U.S. MARSHALS SERVICE. REMEMBER: ‘YOU RIDE WITH YOUR COWBOYS’.”

- T. Michael O’Connor, U.S. Marshal, Southern District of Texas

RELATIONSHIPS

“WHEN ASKED FOR SUPPORT BY A SISTER AGENCY, WHETHER FEDERAL, STATE OR LOCAL, DON’T RIDE IN ON A WHITE HORSE. RIDE IN ON A MULE, READY TO WORK WITH THEM.”

- Rob Heun, U.S. Marshal, District of Alaska



“TREAT EVERYONE WITH RESPECT AND DIGNITY. LISTEN TO YOUR CHIEF DEPUTY AND KEEP A GOOD RELATIONSHIP WITH THE JUDICIARY. DO NOT PUT YOUR FEET UP ON THE DESK WHILE WEARING SPURS.”

- Gary Blankenship, Retired U.S. Marshal, Southern District of Texas

“DO THE RIGHT THING, DO THE BEST YOU CAN, AND TREAT EVERYONE THE WAY YOU WANT TO BE TREATED.”

- Russ E. Burger, U.S. Marshal, District of Oregon

“THE RELATIONSHIPS WITH THE CHIEF JUDGE AND CLERK OF COURT ARE KEY TO OPTIMIZING THE SERVICES THE U.S. MARSHALS SERVICE PROVIDES TO THE JUDICIARY. THAT SAID, IT IS IMPORTANT FOR THEM TO UNDERSTAND THE FULL SPECTRUM OF THE U.S. MARSHALS SERVICE MISSION BEYOND THE PRIORITY OF COURT OPERATIONS — AND WHAT IS PERMISSIBLE IN TERMS OF ‘ASKS’ FROM THE U.S. MARSHALS SERVICE. THIS IS ESPECIALLY TRUE WHERE PAST DEMANDS SHAPED A CULTURE WITH ERRAND-BASED EXPECTATIONS NOT IN KEEPING WITH THE U.S. MARSHALS SERVICE MISSION. IT IS INCUMBENT ON THE U.S. MARSHAL TO ENSURE THE APPROPRIATE PRIORITIZATION AND CONSISTENT EMPLOYMENT OF U.S. MARSHALS SERVICE RESOURCES.”

- Eric S. Gartner, U.S. Marshal, Eastern District of Pennsylvania

“RULE NUMBER 1: BEFRIEND YOUR CHIEF JUDGE AND CLERK OF THE COURT. RULE NUMBER 2: DON’T FORGET RULE NUMBER 1.”

- Richard E. Taylor, Jr., U.S. Marshal, Northern District of Texas

“BIGGEST IS NOT BEST. BEST IS BEST.”

- Ramona Dohman, U.S. Marshal, District of Minnesota

“TREAT EVERYONE YOU MEET WITH KINDNESS AND RESPECT. YOU WILL ALWAYS BE REWARDED.”

- Brent R. Bunn, U.S. Marshal, District of Idaho

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“PROVIDE YOUR PERSONNEL THE TOOLS, EDUCATION, GUIDANCE, AND EMPOWERMENT THAT WILL INCREASE THEIR WORTH TO THE AGENCY.”.

**– Todd L. Nukes,
U.S. Marshal,
Northern District of
Indiana**

CHAPTER 15: SAMPLE READING LIST



THE CULTURE CODE **By Daniel Coyle**

The Culture Code is about developing high-performing groups, but the examples he picks would create some great conversation. For example, Seal Team Six is one group, but a gang of very successful jewel thieves is another.

Combat, the most intense and dynamic environment imaginable, teaches the toughest leadership lessons, with absolutely everything at stake. As leaders of SEAL Team 3's Task Unit Bruiser, the author's mission was one many thought impossible: Help U.S. forces secure Ramadi, Iraq. In firsthand accounts of heroism, loss, and hard-won victories, they learned that leadership "at every level" is the most important factor in whether a team succeeds or fails. Detailing the principles that enable SEAL units to accomplish the most difficult combat missions, "Extreme Ownership" demonstrates how to apply them to any team or organization, in any leadership environment.

THE FIVE TEMPTATIONS OF A CEO **By Patrick Lencioni**

This is the tale of a young CEO, who is facing his first annual board review, and knows he is failing, but does not know why. Refreshingly original and utterly compelling, this razor-sharp novelette plus self-assessment serves as a timeless and potent reminder that success as a leader can come down to practicing a few simple behaviors, behaviors that are painfully difficult for each of us to master. Any executive can learn how to recognize the mistakes leaders can make and how to avoid them.

LEADERS EAT LAST **By Simon Sinek**

Simon Sinek is an optimist, a visionary thinker, and a leader of the cultural revolution of WHY. Determining a company's why is crucial, but only the beginning. The next step is how to get people on board with your why? How do you inspire deep trust and commitment to the company and one another? He cites the U.S. Marine Corps for having found a way to build a culture in which men and women are willing to risk their lives because they know others would do the same for them. Drawing on powerful and inspiring stories, Sinek shows how to sustain an organization's WHY, while continually adding people to the mix.

"You will never get ahead yourself by holding someone else back."

**Douglas J. Strike, U.S. Marshal,
Northern District of Iowa**

CODE GIRLS: THE UNTOLD STORY OF AMERICAN WOMEN CODE BREAKERS IN WORLD WAR II **By Liza Mundy**

Recruited by the U.S. Army and U.S. Navy from small towns and elite colleges, more than 10,000 women served as codebreakers during World War II. While their brothers and boyfriends took up arms, these women moved to Washington and learned the meticulous work of code-breaking. Their efforts shortened the war, saved countless lives, and gave them access to careers previously denied to them. A strict vow of secrecy nearly erased their efforts from history. Now, through research and interviews with surviving code girls, Liza Mundy brings to life this vital story of American courage, service, and scientific accomplishment.

LEADERSHIP IN TURBULENT TIMES **By Doris Kearns Goodwin**

In "Leadership," Doris Kearns Goodwin draws upon the four presidents she has studied most closely Abraham Lincoln, Theodore Roosevelt, Franklin D. Roosevelt, and Lyndon B. Johnson to show how they recognized leadership qualities within themselves and were recognized as leaders by others. By looking back to their first entries into public life, we encounter them at a time when their paths were filled with confusion, fear, and hope. "Leadership" tells the story of how they all collided with dramatic reversals that disrupted their lives and threatened to shatter forever their ambitions. Nonetheless, they all emerged fitted to confront the contours and dilemmas of their times.

BECOMING A LEADER OF CHARACTER **By General James Anderson and Dave Anderson**

You have to DO what you want to BE. If you want to BE a great leader, a Leader of Character, you have to DO what great leaders do. Just like good basketball players practice in order to become great basketball players, good leaders must practice in order to become great leaders. Character is what separates great leaders -- whether in sports, business, or any other vocation, from the rest of the pack. Our character is in our own control. We build it, sustain it, or destroy it based on our choices. The choices we make in our daily lives prepare us for the bigger choices that will come when challenges arise.

"The obstacles in our lives prepare us for leadership — building courage, character and confidence."

**Sonya K. Chavez, U.S. Marshal,
District of New Mexico**

CREDIBILITY

By James M. Kouzes and Barry Z. Posner

As citizens, as consumers, and as workers, we express our leadership preferences through the means available to us: our ballots, our wallets, or our time and talents. In a free society, we choose to follow leaders who are honest, competent, forward-looking, and inspiring. But why are some leaders able to earn followers' support when so many others fail to inspire confidence?

Credibility is a personal, inspiring, and genuine guide to helping us all understand the fundamental importance of credibility for building personal and organizational success and for fostering trust within our work, family, and community.

THE LEADERSHIP ENGINE – HOW WINNING COMPANIES BUILD LEADERS AT EVERY LEVEL

By Noel M. Tichy

The zealous commitment of leaders as teachers within organizations is crucial for significant and sustained performance improvement. Tichy provides a compelling, energizing but practical guide on this key issue.

The Leadership Engine is a remarkable resource for all leaders dispersed throughout the enterprise. It is an important book for leaders everywhere who would teach, learn, and seek the 'edge' that makes the difference.



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“LEADERSHIP IS TAKING CARE OF YOUR PEOPLE, MOTIVATING THEM TO ACHIEVE OUR MISSION, AND ENSURING THEY HAVE THE RESOURCES, TRAINING, AND EQUIPMENT TO DO THE JOB. REMEMBER... YOU MANAGE THINGS, BUT YOU LEAD PEOPLE!”

**– Susan Pamerleau,
U.S. Marshal,
Western District of
Texas**

CHAPTER 16: KEY REPORT DATABASES FOR THE U.S. MARSHAL



Note: Links and descriptions on where to find reports may change as the United States Marshals Service continues to update and refine the Intranet platform.

MANAGEMENT TOOLS

THE DISTRICT DASHBOARD

What is it?

The District Dashboard provides statistics or metrics on asset forfeiture, investigations, warrants, threat (protective) investigations, prisoner statistics, district personnel numbers, and court security officer utilization stats.

Some refer to the United States Marshals Service District Dashboard as the BIER database (Business Intelligence Enterprise Reporting). Actually, BIER is a larger application that provides an environment for reporting and analyzing data in applications and systems throughout the U.S. Marshals Service, which feed into the District Dashboard. BIER provides a gateway to all targeted agency data through interfaces that allow U.S. Marshals Service staff to create custom reports and utilize pre-built applications.

How often should I look at it?

Once a quarter or as needed. Each Chief Deputy U.S. Marshal reviews these items, so it is not critical to view this report often.

MANAGEMENT TOOLS (CONTINUED)

How do I get to it?

On the U.S. Marshals Service Intranet [Resources Page](#), scroll down to “Operational Tools” and click on [District Dashboard](#). Click on “Go to the Dashboard” and select your district in the upper left. You may have to get your Chief Deputy to help you locate it in “Documents/Folders.”

CAPTURE

What is it?

Capture rolled out in the late summer of 2018 and provided one system to manage all incidents across the U.S. Marshals Service. It can be used to view an incident report, access [Form USM-11](#), and significant incident reports, and much more. Your supervisors approve reports in Capture daily.

How often should I look at it?

As needed.

How do I get to it?

This database is installed on your desktop.

DISTRICT DETENTION MANAGEMENT REPORTS

What is it?

These are the district’s inmate population reports. The District Status Tracking Report provides a daily district prisoner count at the top, and a breakdown of the numbers below. The District Population Snapshot provides the daily rates for each contract facility, along with additional inmate cost information.

How often should I look at it?

Generally, several times. This is one of the more important reports you will review as a U.S. Marshal in the district.

How do I get to it?

This system currently runs on the Justice Detainee Information System (JDIS), so ask the Chief Deputy to assist you through the process. For an explanation of report contents, go to the U.S. Marshals Service Intranet page, navigate to the [Prisoner Operations Division page](#) from the list of divisions under the Headquarters tab. On the left side of the page, click on “Office of Detention Operations” and then click the “Home” button. Select “JDIS Resources” button, and at the bottom of that page, click “USM-268 Report.”

DISTRICT STAFFING MODEL

What is it?

The District Staffing Model (DSM) is a method for determining district staffing levels for both operational and administrative positions in the U. S. Marshals Service district offices. Ask the Chief Deputy about the DSM. You will hear a lot about the DSM’s history, ins and outs, considerations and challenges related to district formulation.

How often should I look at it?

As needed but familiarity is needed with your district DSM as soon as possible after becoming the U.S. Marshal.

How do I get to it?

On the [Human Resources Division page](#), scroll down to the “Featured Resources” list and locate the “District Staffing Model (DSM)” link on the menu.

ADMINISTRATIVE TOOLS

USM-540 PERFORMANCE APPRAISALS

What is it?

The U.S. Marshals Service employee performance plan and rating system. This tool helps the U.S. Marshal create a work plan for their Chief Deputy at the beginning of the fiscal year (FY) and complete a performance rating at the end of the FY.

How often should I look at it?

Review the performance plan with the Chief Deputy at the beginning of the FY. You will conduct a Progress Review during the FY and complete an overall summary and rating at the end of the FY.

How do I get to it?

Navigate to the U.S. Marshals Service [Resources Intranet Page](#) and scroll down to Administrative Tools on the left hand side.

E2 SOLUTIONS

What is it?

The travel and expense management system for the entire agency. Request and book travel, submit travel authorizations, approve travel, and create travel vouchers in E2. This system is a product of CWT Sato Travel, which is the U.S. military and government division of Carlson Wagonlit Travel.

How often should I look at it?

As needed to request and book travel, submit authorizations, and vouchers following a trip, and to approve a Chief Deputy's travel.

How do I get to it?

Navigate to the U.S. Marshals Service [Resources Intranet Page](#) and scroll down to Administrative Tools on the left hand side.

WEBTA

What is it?

The time and attendance management system for the entire agency. Use this system to complete the bi-weekly timesheet and to request leave and premium pay. Your timesheet and leave requests will go to your Chief Deputy for approval. Conversely, you will also approve your Chief Deputy's leave and certify their timesheet. Additionally, leave should be requested in advance. Complete the [OPM-71](#) leave request form from the [Office of Personnel Management form Internet site](#) and submit to the Office of Director Forms Review email box (OReview@usms.doj.gov) for review and approval.

How often should I look at it?

You can enter hours worked daily, weekly, or bi-weekly.

How do I get to it?

Navigate to the U.S. Marshals Service [Resources Intranet Page](#) and scroll down to Administrative Tools on the left hand side.

OTHER

LEARNUSMS

What is it?

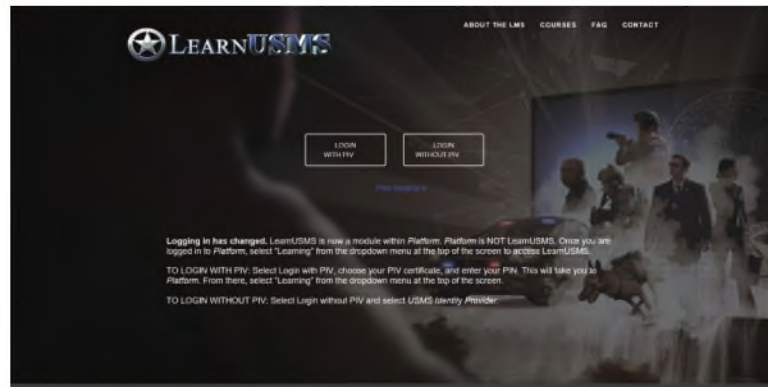
This is the system for registering and tracking online training. LearnUSMS is system designed to support the delivery and management of all U.S. Marshal Service and Department of Justice training, learning, and development programs. It is also called “LMS”, short for Learning Management System.

How often should I look at it?

Initially, several notifications will instruct you to complete learning modules as a new U.S. Marshal. There is an annual requirement for some modules and employees will receive emails when upcoming modules are due. Login to LearnUSMS from time to time to stay ahead of upcoming modules as they accumulate.

How do I get to it?

A LearnUSMS icon is automatically loaded onto your issued laptop or you can navigate to the U.S. Marshals Service [Resources Intranet Page](#) and scroll down to Administrative Tools on the left hand side.



INDIVIDUAL

EMPLOYEE PERSONAL PAGE

What is it?

Using the Employee Personal Page (EPP), you can, for example:

- Review your Earnings and Leave statements;
- Setup and change financial allotments;
- Complete your W-4; and
- View health insurance plan (FEHB) and federal life insurance (FGLI) selections.

How often should I look at it?

As needed, but good to occasionally review.

How do I get to it?

Navigate to the U.S. Marshals Service [Resources Intranet Page](#) and scroll down to Administrative Tools on the left hand side.

THRIFT SAVINGS PLAN PAGE

What is it?

The Thrift Savings Plan (TSP) is a retirement savings and investment plan for federal employees. Basically, the federal 401(k) plan.

How often should I look at it?

As you desire or to make changes in your fund selection.

How do I get to it?

Go to the [TSP website](#).

GOOD TO BE FAMILIAR WITH

COMPLIANCE REPORTS

What is it?

The Office of Professional Responsibility, Compliance Inspections (OPR-CI) conducts periodic reviews of district and division offices in accordance with the Federal Managers' Financial Integrity Act (FMFIA) of 1982, and the Office of Management and Budget (OMB) Circular A-123, Management's Responsibility of Internal Controls. OPR-CI maintains responsibility for the assessment of internal controls over financial reporting, as well as the assessment of operational and programmatic controls and compliance with applicable laws, regulations, policies, and procedures. As such, OPR-CI provides U.S. Marshals Service management with the information needed to determine whether controls over these key processes were designed properly and operated effectively.

Familiarity with the Self-Assessment Guide (SAG) is equally important. Districts are required to do an annual self-assessment, and this feeds the compliance review. The SAG helps the U.S. Marshals Service manage and mitigate risk and assess operations. Questions within the SAG are aimed at strengthening and improving both administrative and operational controls. This includes financial processes and performance of best practices, and improvement of compliance with the Government Accounting Office (GAO) and the Department of Justice-Office of Inspector General (DOJ-OIG). The DOJ-OIG and GAO frequently requests SAG information during audits of agency programs.

How often should I look at it?

Only as needed, but this should be immediate reading for newly-appointed U.S. Marshals.

How do I get to it?

Navigate to the [OPR Intranet page](#), locate "About OPR" on the right hand side and select "[Compliance Reports](#)." Scroll down to your district and you can view past Compliance Reports, as well as other districts' reports.

You can also view the [Electronic Self-Assessment Guide \(eSAG\)](#) from the above menu.

FEDERAL EMPLOYEE VIEWPOINT SURVEY

What is it?

The Federal Employee Viewpoint Survey (FEVS) is an employee survey that measures employee satisfaction with leadership policies and practices, work environment, rewards and recognition for professional accomplishment, and opportunities for professional development, growth, and organizational achievement. The Office of the Director utilizes the results generated from the FEVS.

GOOD TO BE FAMILIAR WITH (CONTINUED)**FEDERAL EMPLOYEE VIEWPOINT SURVEY (CONTINUED)****How often should I look at it?**

For newly-appointed U.S. Marshals, it is advantageous to immediately review scores for the district. It provides a good window of employee satisfaction with both district and headquarters management and highlights areas in need of improvement. These scores are vital to address areas of dissatisfaction within your district. The survey results should be taken seriously.

How do I get to it?

Navigate to the U.S. Marshals Service [Resources Intranet Page](#) and scroll down to Administrative Tools on the left hand side.

CONTINUITY OF OPERATIONS PLAN**What is it?**

The Continuity of Operations Plan (COOP), also known as the “Continuity of Government” plan. Each district or division will have a COOP plan.

How often should I look at it?

To be reviewed and updated annually.

How do I get to it?

This is an in-district document. Questions can be directed to your Chief Deputy or COOP coordinator (collateral duty for a Deputy U.S. Marshal).

OCCUPANT EMERGENCY PLAN**What is it?**

Each federal building has an Occupant Emergency Plan (OEP). The OEP is assembled by the Facility Security Committee (FSC).

How often should I look at it?

To be reviewed and updated annually by the FSC.

How do I get to it?

This is an in-district document so questions can be directed to Chief Deputies.

U.S. MARSHALS SERVICE PUBLICATION 64**What is it?**

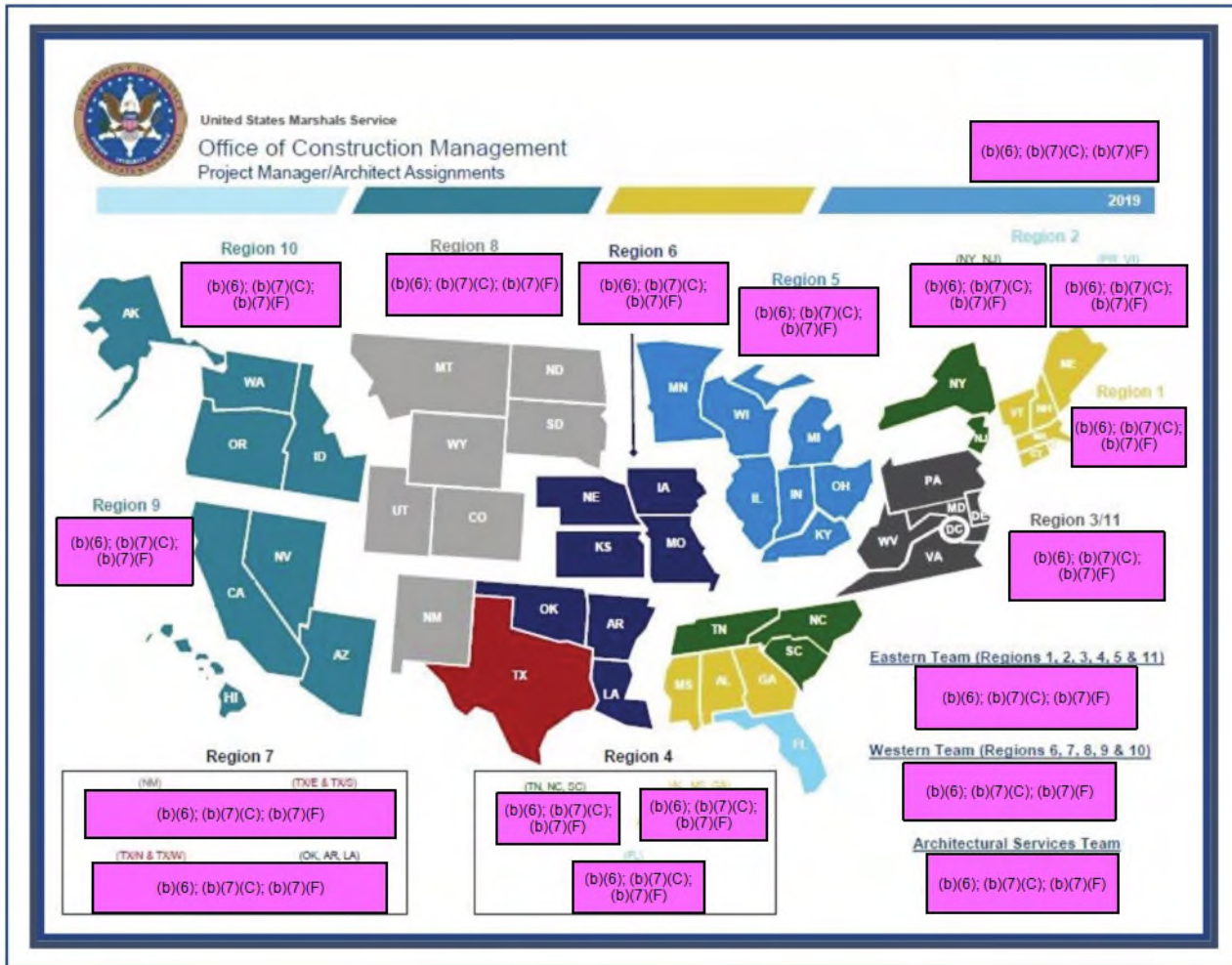
The manual providing U.S. Marshal Service requirements and specifications for new construction, renovation, and upgrades of security equipment and systems in federal court facilities, sometimes called “Pub 64.”

How often should I look at it?

As needed, but primarily if a district is making space renovations or building a new Court facility.

How do I get to it?

Navigate to the [Management Support Division Intranet page](#), select [Office of Construction Management](#) on the left hand side and click “Architectural Services.” Scroll down to “Links/Resources” and select “[Pub #64: Volume 1&2](#)” on the left hand side.



NEED TO KNOW

ITD HELP DESK

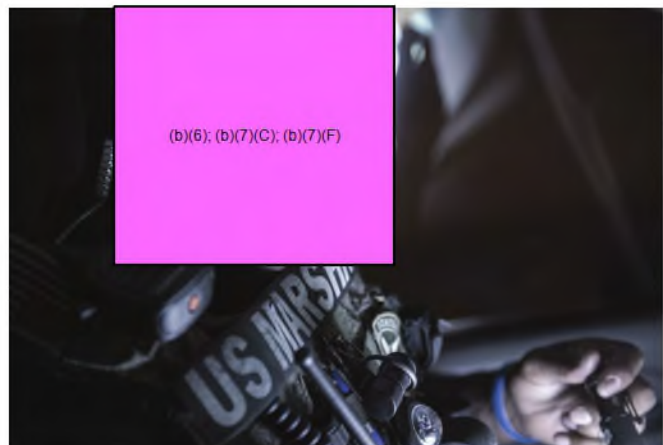
All personnel will need Information Technology (IT) help from time-to-time, especially if locked out of U.S. Marshal Service-issued devices. Additionally, there is helpful information on the Information Technology Division (ITD) Intranet page.

The ITD Help Desk can be contacted at:

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UNIQUE FEDERAL AGENCY NUMBER

Each federal law enforcement agency is assigned a Unique Federal Agency Number (UFAN) by the Transportation Security Agency (TSA). This number is required for carrying arms in flight.



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CHAPTER 17:

U.S. MARSHALS SERVICE & DEPARTMENT OF JUSTICE RELATED TERMINOLOGY FOR NEW U.S. MARSHALS

(U//Law Enforcement Sensitive)

A

AAR - After Action Report

ACDUSM - Assistant Chief Deputy U.S. Marshal

ACI - Assistant Chief Inspector

AD - Assistant Director

ADA - Associate Director for Administration

- The ADA has oversight for all administrative directorates and reports to the Deputy Director.
- The following divisions and staff offices report to the ADA:
 - o Asset Forfeiture Division (AFD)
 - o Human Resources Division (HRD)
 - o Information Technology Division (ITD)
 - o Management Support Division (MSD)
 - o Training Division (TD)
 - o Office of Congressional Affairs (OCA)
 - o Office of Public Affairs (OPA)
 - o Capture
 - o Data Governance

Adam Walsh Cases - The U.S. Marshals Service is the lead agency on these cases.

- Also called “2250 Cases” (18 U.S.C. §2250) and/or Sex Offender Registration and Notification Act (SORNA) cases.

ADO - Associate Director for Operations

- The ADO has oversight for all operational directorates and reports to the Deputy Director.
- The following divisions report to the ADO:
 - o Investigative Operations Division (IOD)
 - o Judicial Security Division (JSD)
 - o Justice Prisoner and Alien Transportation System (JPATS)
 - o Prisoner Operations Division (POD)
 - o Tactical Operations Division (TOD)
 - o Witness Security Division (WSD)

AEO - Aviation Enforcement Officer

- These are Full-Time Equivalent (FTE) employees that work JPATS flights.

A (CONTINUED)

AFGE - American Federations of Government Employees

AFF - Asset Forfeiture Fund

- Revenues from AFF are deposited into this fund and managed by the USMS.

AFFI - Asset Forfeiture Financial Investigator

AFI - Agencia Federal de Investigacion, Mexico

AG - Attorney General

AIN - Asset Identification Number

ALJ - Administrative Law Judge

AO - Administrative Officer

AOUSC - Administrative Office of the United States Courts

APC - Austin Processing Center

- The objective of the APC is to support USMS strategic goals by establishing a processing center that provides transactional accounting support and general business expertise for procurement to district offices.

ARD – Arrest-related death

ASO - Aviation Security Officers

- These are personal security contract officers that work on JPATS flights.

ASR-P - Attorney's Special Request for Prosecution

- This document is used to produce an in-custody federal inmate to appear before the court for prosecution and is only valid for productions of federal inmates.
- The ASR-P is used for an in-custody inmate in USMS or BOP custody.

ASR-T - Attorney's Special Request for Testimony

- This document is used to produce an in-custody federal inmate to appear before the court for testimony or a federal grand jury. It is only valid for the production of federal inmates.
- The ASR-T is used for an in-custody inmate in USMS or BOP custody.

ATF - Bureau of Alcohol, Tobacco, Firearms and Explosives

AUO - Administratively Uncontrollable Overtime Pay

AWS - Alternate Work Schedule

B

BA - Budget Analyst

BAU - Behavioral Analysis Unit

BIER - Business Intelligence Enterprise Reporting database.

- BIER provides a gateway to all targeted agency data through various interfaces that allow USMS staff to create custom reports and utilize pre-built canned reports and dashboards.
 - Refer to Chapter 16 for additional information.
-

BDUSM - Basic Deputy United States Marshal Program

BOP - Federal Bureau of Prisons

BU - Bargaining Unit

C

CAO - Current as of

CAP - Cross-Agency Priority (CAP) Goal (White House term)

CAP - Corrective Action Plan

- This acronym is used frequently in various fields, but is a term closely associated with the USMS Compliance Review program.
-

CAP - Cooperative Agreement Program

Capture -

- The Capture Incident Module will replace SAID in JDIS, the Incident capability in the JPATS Management Information System (JMIS), and TOD's SharePoint Significant Incident Reporting tool.
 - Capture will provide one system managing all incidents across the USMS.
 - Refer to Chapter 16 for additional information.
-

CARFTF - Capitol Area Regional Fugitive Task Force

CATS - Consolidated Asset Tracking System

CDUSM - Chief Deputy U.S. Marshal

CEW - Conducted Electrical Weapon Systems, aka TASERS

CFO - Chief Financial Officer

- The CFO has oversight for all financial directorates and reports to the Deputy Director.
 - The following division and staff office report to the CFO:
 - o Financial Services Division (FSD)
 - o Office of Procurement (OOP)
-

CFR - Code of Federal Regulations

CIAB - Chiefs' Investigative Advisory Board

CIB - Criminal Intelligence Branch (IOD)

CIL - Critical Information List (OPSEC Term)

C (CONTINUED)

CIPs - Certified Invoice Procedures

CIRT - Critical Incident Response Team

- A team of trained Deputy U.S. Marshals and other agency personnel that provides support to individuals affected by crisis or traumatic situations.

Class I Warrants - Defined as:

- Sex Offender Registration and Notification Act (SORNA) warrants
- Federal Escape and Rescue Statutes
- Bond Default, Failure to Appear, Contempt, Bench Warrants and Violations of Conditions of Pretrial Release warrants
- Supervised Release Violations
- Parole Violations
- DEA Warrants not retained by that agency
- Warrants for Federal Agencies Without Arrest Powers
 - Includes all felony warrants received from the courts based on investigations by agencies without powers of arrest, including provisional arrest warrants issued on behalf of foreign countries.
- Any original USMS investigation into a felony offense resulting in a warrant based on a charging document (complaint, information, indictment) issued in a Federal Court.
- Certain military warrants:
 - DCIS (Defense Criminal Investigative Service)
 - NCIS (Naval Criminal Investigative Service)
 - Air Force, Office of Special Investigations

Class II Warrants - Consists of misdemeanor offenses for which the USMS is primarily responsible and for felony offenses for which other law enforcement agencies maintain responsibility. Examples include:

- Warrants originating from other Federal Agencies with arrest powers or authority.
- Agencies that have a USMS fugitive apprehension MOU (excluding DEA warrants) and military warrants.
- State or local warrants adopted by the U.S. Attorney's Office (USAO) through task forces.
- USMS fugitive task forces state or local warrants.
- Misdemeanor warrants issued by a U.S. Magistrate Judge.
- Traffic warrants issued on federal property such as a national park or military installation.

CoDA - Chief of District Affairs

- A career Chief Deputy, usually from a district office, that serves at headquarters to provide guidance and input to the Director from the field perspective.

COOP/COG – Continuity of Operations Plan/Continuity of Government

- Each district or division will have a COOP/COG plan that has to be updated on a regular basis.

CONUS - Continental United States

COS - Chief of Staff

COR - Contracting Officer's Representative

- Formerly known as a COTR (Contracting Officer's Technical Representative).

Court Security Risk Levels - The four levels of anticipated risk used for court security at judicial proceedings are as follows:

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CR - Compliance Review

- The CR office develops USMS Policy Directives for adoption and conducts internal compliance reviews of USMS districts, divisions, and individual program areas.
- CR ensures compliance of components with established USMS and Department of Justice (DOJ) policies and procedures.
- As a component of CR, the External Audit Liaison Program is responsible for coordinating all external audits and reviews involving the USMS. This includes oversight for all audits from the Department's Justice Management Division, Office of Inspector General, and Government Accountability Office where the USMS is involved.

CR – Continuing Resolution

CSC - Court Security Committee

- Addresses security concerns with representatives from all members of the Court family in the district.

CSLI - Cell-Site Location Information (cell phone tracking term)

- CSLI can be real-time or historical.

CSO - Court Security Officer (CSOs are contract employees.)

CSS - Cell-Site Simulator (cell phone tracking term)

- This is a cellphone tracking device.

D

DAD - Deputy Assistant Director

DAEO - Designated Agency Ethics Official

DAG - Deputy Attorney General

DASHO - Designated Agency Safety and Health Official

DCAB - District Chiefs Advisory Board (USMS)

DD - Deputy Director

DDMR - District Detention Management Reports (Refer to Chapter 16)

DDPO - Dignitary Protection Program Office (Office of the ADO)

D (CONTINUED)**DEO - Detention Enforcement Officer**

- General duties at the cellblock or JPATS.
- DEOs are full-time employees of the USMS.

Devolution -

- The capability to transfer statutory authority and responsibility for essential functions from an agency's primary operating staff and facilities to other agencies, and to sustain operational capability for an extended period (COOP term).

DFR - Detention Facility Review

- The DFR application module allows USMS POD representatives and field agents for its Conditions of Confinement Program to record, maintain, and report on non-federal detention facility inspection results.
- The application allows easy, standardized recording of inspection results, which can be summarized into reports for USMS management.

DFTF - District Fugitive Task Force**DHS - Department of Homeland Security****DIB - Domestic Investigations Branch (IOD)****DICRA - The Death in Custody Reporting Act of 2013**

- Passed in December 2014 and revised at the beginning in FY 2016, the Act required the head of each federal law enforcement agency to submit a report to the Attorney General, containing information on any person's death who is:
 1. Detained, under arrest, or in the process of being arrested by any federal law enforcement officer (or by any state or local law enforcement officer while participating in and for purposes of a federal law enforcement operation, task force, or any other federal law enforcement capacity).
 2. En route to be incarcerated or detained, or is incarcerated or detained at:
 - a. Any facility (including any immigration or juvenile facility) pursuant to a contract with such federal law enforcement agency.
 - b. Any state or local government facility used by such federal law enforcement agency.
 - c. Any federal correctional facility or pretrial detention facility located within the U.S.

District Dashboard – Refer to Chapter 16**DM - Discipline Management**

- A USMS office that falls under OPR and ensures that USMS management has effective advice and guidance on addressing matters of employee misconduct.
- DM provides management subject matter expertise related to misconduct offenses and proper resolution.

DMI - Detention Management Inspector

- A district GS-1811-13 non-supervisory criminal investigator.
- The DMI serves as the district's senior investigator assigned to conduct investigations pertaining to detention operations.
- Only the larger districts are allowed this position.

DNI - Director of National Intelligence (External to USMS)

DO - Deciding Official

DOJ-OIG - Department of Justice-Office of Inspector General

DRG - District Regional Group

- Composed of USMs, CDUSMs and headquarters personnel.
- 16 DRGs provide a forum for discussing common concerns and maintain an open dialogue between headquarters and district leadership.

DRO - District Recruiting Officer

DS - District Supervisor

- Supervisor of the CSO.
- The DS is an employee of the contractor company. There is one DS per district.

DSM - District Staffing Model (Refer to Chapter 16)

DSO - District Security Officer

- Often called "guards," these are personal services contract employees that supplement a district to move prisoners. (See Policy Directive 9.3 – Contract Guards.)

DSOP - District Strategic Operating Plan

- The DSOP focuses on the operational goals of districts.

DTI - District Threat Investigator

- This is generally a collateral duty of a DUSM.

DUSM - Deputy U.S. Marshal

E

EAP - Employee Assistance Program (TOD)

ECFS - Electronic Case Filing System

eDesignate -

- The eDesignate system is for the USMS, BOP, and the 94 U.S. Federal Court districts to process designations and initiate the movement of prisoners to their incarceration location.

E (CONTINUED)**eIGA - Electronic Intergovernmental Agreement (eIGA) System**

- Manages interaction between a facility provider and an agency with detention service needs. It provides a reliable and justifiable structure for the negotiation process leading to an IGA.
- eIGA automates the application process by collecting essential information from facility owners.

ePMR - Electronic Prisoner Medical Request

- Districts utilize ePMR system to transmit prisoner requests for medical care outside the detention facility to a review process by USMS-OMO.
- Additionally, districts utilize the system to notify OMO of hospitalizations, refusal of care, court orders/motions for medical care, abortion requests, serious mental health conditions, infectious disease, serious or terminal illness, hunger strikes and pregnant prisoners.

E2 - CWTsato E2 Solutions

- On February 5, 2019, USMS transitioned from JP Morgan Chase (JPM) travel cards to Citi Bank (Refer to Chapter 16).

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EPIC - El Paso Intelligence Center

- Most law enforcement officers are familiar with EPIC.
- EPIC offers tactical, operational, and strategic intelligence support to federal, state, local, tribal, and international law enforcement agencies and provides de-confliction services, leveraging databases from both internal and external stakeholders.

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ERG - Emergency Relocation Group

- Pre-designated staff who moved to an alternate facility to continue essential functions in the event their normal work locations are threatened or have been incapacitated by an incident (COOP term).

ERP - Employee Resiliency Program

- Under the Office of Crisis Services (TOD).

ESF-13 - FEMA Emergency Support Function-13

- ESF-13 focuses on public safety and security.
- This ESF-13 is led by DOJ and coordinated by ATF.
- USMS ESF-13 functions fall under the Office of Emergency Management (OEM) and has four ESF-13 IRTs consisting of headquarters and district personnel.
- In monthly rotation, each team is on-call.

ESH - Excepted Service Hiring

F

FAC Card - Facility Access Control Card

FAITAS - Federal Acquisition Institute Training Acquisition System.

- System to approve training for CORs.
- Users need and account.

FAR - Federal Acquisition Regulations

FDMS - Federal Detention Management System

FEGLI - Federal Employees Group Life Insurance

FEHBP - Federal Employees Health Benefits Program

FERS - Federal Employees Retirement System

FID - Federal Identification Number

- Assigned to all new arrestees.
- Not to be confused with a Master FID number, which is a SAID (Suspicious Activity, Assaults, Incidents, and Deaths module in JDIS) number assignment.

FinCEN - Financial Crimes Enforcement Network

FISMA - Federal Information Security Management Act

FIT - Fitness-in-Total

- The USMS fitness program.

FITP - Firearms Instructor Training Program

FLETC - Federal Law Enforcement Training Center

- Located in Glynco, Georgia, where USMS conducts much of its training, including BDUSM.
- The Special Operations Group (SOG) trains in Pineville, Louisiana.

FLSA - Fair Labor Standards Act

FMFIA - Federal Managers' Financial Integrity Act of 1982.

- Requires federal agencies to establish, maintain, review, and approve internal controls in programs, administrative and accounting operations, and financial management systems. Specifically, the FMFIA requires agencies to annually evaluate and report on the adequacy of these systems; as well as whether an agency's financial management systems conform to government-wide requirements.
- FMFIA implementation is specified in OMB Circular A-123, which defines managerial responsibilities related to assessing internal controls and processes.

FMIS - Financial Management Information System

FOH - Federal Occupational Health

FOIA - Freedom of Information Act

F (CONTINUED)

FOUO - For Official Use Only

FPD - Federal Public Defender

FPDS-NG - Federal Procurement Data System – Next Generation

- GSA database for procurement reporting.

FPL-13 - Full Performance Level-13

- An effort by the USMS to upgrade DUSM positions to the GS-13 pay grade.
- DUSMs required to serve one year at the GS-12 level for eligibility to move to GS-13.
- After a lengthy period of discussion and coordination, the effort rolled out in June 2019.
- FPL-13 brought the DUSM position on par with other federal law enforcement agents.
- The FPL-13 initiative is designed to update position descriptions to reflect the added scope and complexity of work conducted by current specialty positions.
- While the initiative's principal reason is to recognize career growth for increased operational demands within USMS, it aligns our operational positions on a commensurate grade level with our law enforcement peers with similar responsibilities.

FPS - Federal Protective Service (DHS)

- FPS is responsible for the security of non-military federal facilities, with the exception of federal court space, which is a USMS responsibility.

FRMS - Facility Review Management System

- An automated process that manages the annual detention facility Quality Assurance Review (QAR) activities and information.
- POD uses the FRMS tool to ensure that detention facilities provide safe, secure, and humane conditions of confinement that protects both statutory and constitutional rights of detainees. Additionally, the system provides basic services in an acceptable manner.
- These reviews are conducted at all private detention facilities under contract to the USMS, and those state and local facilities with IGAs with an average daily population of 480 or more federal detainees.

FRFTF - Florida Caribbean Regional Fugitive Task Force

FSC - Facility Security Committee

- All multi-tenant federal buildings will have an FSC composed of representatives from all tenant agencies.
- GSA takes the lead for the FSC.

FSD –Financial Services Division

- Responsible for development, management and enforcement of the financial management practices for the agency.
 - FSD is specifically responsible for agency budget formulation and execution, accounting services, and financial systems management and oversight. This entails the preparation of the USMS financial statements, audit coordination, and strategic and performance planning related to financial management.
 - FSD reports to the CFO.
-

FSE - Full-Scale Exercise

- Common emergency management (COOP) term, but also used for detention facility escape plan exercises.
-

FSL - Facility Security Level

FTE - Full-Time Employee

FTR - Federal Travel Regulations

G

GAO - U.S. Government Accountability Office

GCRFTF - Gulf Coast Regional Fugitive Task Force

GLRFTF - Great Lakes Regional Fugitive Task Force

GOV - Government Owned Vehicle

GPO - Government Printing Office

GS - General Schedule

- The U.S. civil service pay scale for most federal employees.
-

GSA - General Services Administration

- Manages federal facilities (non-military).
-

H

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HRD - Human Resources Division

- Reports to the ADA.
 - Includes Hiring, Staffing, Promotions, Labor Relations, Employee Relations, and Employee Health.
-

HRFA - High Risk Fugitive Apprehension

HSPD-12 - Homeland Security Presidential Directive-12

- Requires the development and implementation of a government-wide standard for secure and reliable forms of identification for Federal employees and contractors.
-

H (CONTINUED)

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I

IB - Information Bulletin

IC - Intelligence Community

ICAC - Internet Crimes Against Children Task Force

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IGA - Intergovernmental Agreement

IGB - Intelligence Governance Board (USMS)

IJSC - Inter-Agency Judicial Security Council

IMT - Incident Management Team

IOD - Investigative Operations Division

- Reports to the ADO.
- Previously named the Investigative Services Division (ISD).

IRS - Investigative Research Specialist

ISC - Interagency Security Committee

- Develops security standards for non-military federal facilities.
- The USMS serves on the ISC.
- The ISC is chaired by the DHS Assistant Secretary for Infrastructure Protection.
- ISC standards are used for federal facility security assessments.

ITD - Information Technology Division

- Reports to the ADA.

J

JABS - Joint Automated Booking System

J/C or J&C – Judgment and Commitment Order

- A standard form that establishes the USMS's authority to transport and commit a defendant to an institution.

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JDIS - Justice Detainee Information System

- Eventually to be replaced by Capture.

JEFS - Justice Enterprise File Sharing System

JFSP - Judicial Facility Security Program (See Policy Directive 10.1, Judicial Security)

JLEO Program/JLEO Funding - Joint Law Enforcement Officers Program

- Pays overtime for state and local task force officers assigned to district task forces.
- The program is funded at headquarters through the Asset Forfeiture Fund (AFF) and distributed to districts on an annual, case-by-case basis for special operations.
- The program is administered by IOD.
- The annual maximum amount a TFO could receive for FY 2019 is \$18,343.75. This DOJ-mandated maximum included all federal overtime sources (not confined to JLEO or other DOJ funding).

JMIS - JPATS Management Information System

JPATS - Justice Prisoner and Alien Transportation System

- Reports to the ADO.
- Coordinates and transports prisoners and detainees.
- Schedules and transports prisoners to detention facilities around the country, including sentenced prisoners who are in the custody of BOP.
- JPATS provides a regular international flight schedule for the removal of deportable aliens. On average, personnel execute more than 350,000 prisoner and alien movements per year.
- A network of aircraft, automobiles, vans and buses accomplish these coordinated movements.

JSD - Judicial Security Division

- Reports to the ADO.
- Committed to the protection of the judicial process. Personnel ensure the safe and secure conduct of proceedings, and protect federal judges, jurors and other members of the federal judiciary.

JSI - Judicial Security Inspector

- A district position who works as a liaison between the USM, CDUSM, and the Courts.

JSTARS - Justice Security Tracking and Adjudication Record System

- All USMS personnel are mandated by DOJ to immediately self-report any adverse information involving arrests or allegations (on or off-duty) via this system.

L

LEAP - Law Enforcement Availability Pay

- A type of premium pay paid to federal law enforcement officers who are criminal investigators.
- Due to the nature of their work, criminal investigators are required to work, or be available to work, substantial amounts of “unscheduled duty.” Availability pay is generally considered an entitlement an agency must provide if the required conditions are met.
- Eligibility for availability pay is limited to criminal investigators who are properly classified in the GS-1811 series (Criminal Investigator).

L (CONTINUED)

LearnUSMS -

- A learning management system designed to support the delivery and management of all USMS and DOJ training, learning and development programs (Refer to Chapter 16).

LEO - Law Enforcement Officer

LES - Law Enforcement Sensitive

LMR - Land Mobile Radio

LOI - Letter of Instruction

- A performance management tool.

LOP - Level of Protection

- A term used when determining the proper security level for a facility.

LOR - Letter of Reprimand

- A performance management tool.

LCSO – Lead Court Security Officer

- Responsible for daily assignments and scheduling with no supervisory duties.
- There is one LCSO per court facility.

M

MA - Master Agreement

MC Case - Missing Child Case

MFFO - Mexico Foreign Field Office (USMS)

MIC - UFMS Receipt Document

MIQ - UFMS Requisition Document

MMC - UFMS Purchase Card Obligation Document

MMO - UFMS Miscellaneous Obligation Document

MPA - Merit Promotion Announcement

MPAC - Movement Packet

- Introduced in 2019 by JPATS to simplify prisoner transfers.
- An application for use by BOP and USMS districts. This application:
 - o Eliminates hard copy prisoner movement paperwork used during prisoner exchanges.
 - o Reduces the work required to produce movement packets.
 - o Auto-retrieves documents from source systems (Capture and BOP Sentry/Insight).

(continued on next page)

MPAC - Movement Packet (continued)

- o Enables stakeholders, including districts, facilities for Contract and Intergovernmental Agreements, and BOP Institutions to access online documents at Origin, Intermediate, and Destination Locations along the custody chain.
- o Provides a secure, advanced view of prisoners scheduled by JPATS for departing or arriving districts.

MSD - Management Support Division

- Reports to the ADA.
- Provides administrative services in support of the USMS mission.

MSO4 Cases - Sex Offender Violation Cases prosecuted in federal court.

M-WISE - Marshals Workforce Information/System Exchange (HRD)

MSPB - Merit Systems Protection Board

N

NCJS - National Center for Judicial Security (JSD)

NCMEC - National Center for Missing & Exploited Children

- The USMS Sex Offender Investigations Coordinators (SOICs) work closely with the NCMEC.

NCR - National Capital Region

NFC - National Finance Center

NPS - National Physical Security Program (JSD)

- Handles the physical security systems for the Courts.
- The NPS contract is divided into three separate requirements:
 1. Program Management and Operations (PMO)
 2. Maintenance; and
 3. Installation.

NPSC - National Physical Security Contractor

- The vendor for installation and maintenance of most USMS security systems and equipment within courthouse complexes and facilities.

NSI - National Security Information

- There are three classification levels:
 - o Top Secret;
 - o Secret; and
 - o Confidential.

NTE - Not to Exceed

- Temporary position vacancy term. For example, “NTE 120 days.”

O

OA - Occupancy Agreement

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OCM - Office of Construction Management (MSD)

OCPA - Office of Congressional and Public Affairs

- Serves as the “voice” of the USMS, ensuring timely, effective, and consistent communication with the agency’s many diverse audiences such as Congress, the media, the general public, and other stakeholders of the USMS’s missions, priorities, and successes.

OCS - Office of Court Security (JSD)

OCS - Office of Crisis Services (TOD)

- Provides support to individuals affected by crisis or traumatic situations.
- Manages CIRT, ERP, and EAP.

OOD - Office of Director

- USM leave requests and other forms submitted to the Office of Director go to the email address [OD Forms Review](#).

ODO - Office of Detention Operations (POD)

- Manages detention resources and facilities.

ODS - Office of Detention Services (POD)

- Develops, publishes, and monitors compliance with government-wide Federal Performance-Based Detention Standards. They provide effective and efficient service in obtaining quality, cost-effective goods and services in a timely and professional manner through competitive, fair, and socially responsible processes in accordance with the law.

OEEO - Office of Equal Employment Opportunity

OEM - Office of Emergency Management (TOD)

- The primary point of contact for several sensitive and classified missions involving homeland security, national emergencies, domestic crises, and the intelligence community. OEM is comprised of the following national program areas:
 - o Communications Center (Comm Ctr)
 - o Emergency Operations Center (EOC)
 - o Emergency Support Function 13 (ESF-13)
 - o Explosive Detection Canine Program (EDCP)
 - o Incident Management Teams (IMTs)
 - o Mobile Command Centers (MCCs)
 - o National Continuity [COOP/COG] Programs (NCP)

OEP - Occupant Emergency Plan (Refer to Chapter 16)

OFDT - Office of the Federal Detention Trustee

- Merged with the USMS on October 1, 2012, as directed by DOJ, at which time USMS Director assumed the duties as the Federal Detention Trustee.
-

OFM - Office of Financial Management

OGC - Office of General Counsel

OIG - Office of Inspector General

OMO - Office of Medical Operations (POD)

- Ensures USMS prisoners receive reasonable and medically necessary medical care while containing the costs incurred through the Federal Prisoner Detention Account.
-

OMSU - Operational Medical Support Unit

- Managed and operated by SOG and comprised of DUSMs who provide tactical medical support for training and operational events facilitated by USMS districts and divisions.
-

OO - Office of the Ombuds (Refer to Chapter 12)

OOP - Office of Procurement

- Reports to the CFO
-

OPM - Office of Personnel Management (Government-wide agency)

OPM-71 - Leave request form (Refer to Chapter 16)

OPI - Office of Protective Intelligence (JSD)

OPR - Office of Professional Responsibility

- Comprised of:
 - Internal Affairs
 - Compliance Review
-

OPREF - Office of Preference

- Known as the “OPREF” list.
 - An agency program to move DUSMs from one duty station (departing) to another (arriving) at no cost to the government (3-year eligibility).
-

OPSEC - Operations Security

OSC - Office of Security Contracts (JSD)

- Responsible for court security electronic systems such as alarms and cameras.
-

OSI - Office of Strategic Insight

- Reports to the Office of the Director
 - Formulates the USMS Strategic Plan and Annual Report
 - Responsible for the District Dashboard
-

O (CONTINUED)

OSINT - Open Source Intelligence

OSP - Office of Security Programs (TOD)

- Responsible for the management and coordination of USMS security programs and plans.
- Manages and implements the policies and guidelines for:
 - o Personnel security (background investigations)
 - o Personal identity verification
 - o Document security
 - o Physical security
 - o Communications security
 - o Information technology security
 - o Special deputations

OSS - Office of Security Systems (JSD)

OST - Office of Strategic Technology (TOD)

- Provides technical support through protective, wireless communications and ensures global readiness to all USMS missions.
- The Technical Protective Operations Program employs state of the art technology to enhance USMS protective operations for individuals, locations, and sensitive or classified material.
- The Wireless Communications Program ensures the USMS has reliable, secure Land Mobile Radio (LMR) communications capability.

OWA – Office of Workforce Analysis (HRD)

- Responsible for the DSM. (Refer to Chapter 16).

OWCP - Office of Workers' Compensation Program

P

PA - Preliminary Assessment

PA - Purchasing Agent

PAAS - Personnel Accountability and Assessment System

- The DOJ Emergency Notification System.

PACER - Public Access to Court Electronic Records database

- An electronic public access service, widely used by the Courts, that allow users to obtain online case and docket information from federal appellate, district, and bankruptcy courts through the PACER Case Locator.

PACES - Property and Asset Control Enterprise Solution

- This is the USMS asset management database.
- All assigned equipment such as vehicle, credentials, computer, radio, etc., is logged into PACES.

PACS - Physical Access Control System

- An automated system that manages the passage of people or assets through an opening(s) in a secure perimeter(s) based on authentication and associated authorization rules.

PAO - Public Affairs Officer

- Often called a Public Information Officer (PIO) by other law enforcement agencies.
- Each district should have a PAO trained by OCPA.

P Card - Purchase card

- Each district has limited purchase cardholders. USMs do not have a P Card.

PCS - Permanent Change of Station

PD - Policy Directive

PEDs - Portable Electronic Devices

PGR - Procuraduría General de la Republica (PGR) Agencia de Investigación Criminal

- Mexico Attorney General's Office – Criminal Investigation Agency.

PII - Personally Identifiable Information

PII - Protective Intelligence Investigator

PIP - Performance Improvement Plan

- A performance management tool.

PIV Card - Personal Identity Verification Card

- HSPD-12 requires that all federal employees and contractors receive a PIV card.
- Used to log into the government-issued computer.
- Processed at headquarters by the TOD, Office of Security Programs, Badge & Credentials Office.

(b)(7)(E)

PMA - President's Management Agenda

PME - Periodic Medical Exam

PMO - Program Management Office

PMR - Prisoner Medical Request

PO - Probation Officer

PO - Proposing Official

PO - Purchase Order

P (CONTINUED)

POD - Prisoner Operations Division

- Reports to the ADO
- Responsible for the integrity of the Federal Judicial process by optimizing the Federal Detention Management System with well-established business practices that achieve cost effective, safe, secure, and humane processes for housing, medical needs and transportation of federal prisoners.

POV- Privately-Owned Vehicle

PP - Pay Period

PPA - Prompt Payment Act of 1982

- Act to require Federal agencies to pay their bills on time, to pay interest penalties for late payments, and to take discounts only when made by the discount date.

PREA - Prison Rape Elimination Act

(b)(7)(E)

PSO - Pretrial Services Officer

PSS - Physical Security Specialist

PSP - Peer Support Program

PSWRFTF - Pacific Southwest Regional Fugitive Task Force

PTS - Prisoner Tracking System

PTZ - Pan-Tilt-Zoom

- A mechanism for remote CCTV camera operation.

PUB 64 - Refer to Chapter 16

PUB 100 - USMS Publication No. 100: Prisoner Health Care Standards

Q

QAR - Quality Assurance Review

QSI - Quality Step Increase

R

RAM - Rapidly Advancing Manhunts

RICO - Racketeer Influenced and Corrupt Organizations Act

RSA - Remote System Access

Rule 17 Warrant –

- Bench warrant for failure to honor a subpoena.

Rule 35 -

- A motion to have a sentenced prisoner who has cooperated with the Federal Government in an investigation returned to district for sentence reduction by the district Judge.

Rule 46 Warrant -

- Bench warrant for failure to appear.

RWA - Reimbursable Work Authorization

S

S&E - Salaries and Expenses

SAID - Suspicious Activity, Assaults, Incidents, and Deaths

- The module used in JDIS to conduct preliminary assessments in advance of judicial events.
- It is required to be completed in advance of all risk-based protective operations conducted for judicial events, regardless of whether the USMS district intends to request supplemental funding from JSD's Special Assignment Budget. This module helps determine the anticipated risk level of the event.
- Refer to USMS Policy Directive 10.3, Judicial Events.

SAG – Self-Assessment Guide (Refer to Chapter 16)

SCI - Sensitive Compartmented Information

- Classified national intelligence information.
- SCI has greater protection requirements than standard classified National Security Information (NSI).
- Top Secret (TS) clearance is required to attain SCI access.
- Although SCI is an access level, and not a classification level or clearance level, it is basically a higher-level TS clearance called a TS/SCI.

SCIF - Sensitive Compartmented Information Facility

- All SCI must be handled, stored, processed, or discussed only in an accredited SCIF.
- Portable Electronic Devices (PEDs) are prohibited within a SCIF.

SDD - Staffing Decision Document

SDUSM - Supervisory Deputy U.S. Marshal

SEPS - Security and Emergency Planning Staff (DOJ-JMD)

SERFTF - Southeast Regional Fugitive Task Force

SES - Senior Executive Service

SITREP - Situation Report

S (CONTINUED)**SNSSO - Strategic National Stockpile Security Operations**

- Assists with securing the nation's medical countermeasures (vaccines for potential pandemic diseases that could affect national security).
- SNSSO was established during 2002 under a Memorandum of Agreement (MOA) between the USMS, the Department of Health and Human Services (HHS), and the Centers for Disease Control and Prevention (CDC). SNSSO provides the Division of Strategic National Stockpile (DSNS) with law enforcement protective services for high value and priority medical countermeasures.
- There are CDC stockpile locations around the United States. For national security purposes, these locations are generally not disclosed.

SOAP - Serviced-Owned Aircraft Program**SOG - Special Operations Group (TOD)**

- A specially-trained and equipped tactical unit deployed in high-risk or sensitive law enforcement situations, national emergencies, civil disorders, and natural disasters.
- Comprised of (b)(7)(E) DUSMs who must meet and maintain high standards. Additionally, all must complete a rigorous course of specialty training with proficiency in high-risk entry, explosive breaching, sniper and observance exercises, rural operations, evasive driving skills, less-than-lethal munitions, waterborne operations, and tactical medical support.

SOIB - Sex Offender Investigative Branch (IOD)**SOIC - Sex Offender Investigations Coordinator (district position)****SOP - Standard Operating Procedure****SOPC - Sex Offender Program Coordinator****SOR - Sex Offender Registry****SORNA - Sex Offender Registration and Notification Act****SOW - Statement of Work****SPACL - Space Planning and Construction List (MSD-OCM)**

- An intake system for all renovation, construction, and space requests, which is submitted using Form USM-225, OCM SPACL Request Form.
- This system provides USMS districts and divisions with a transparent mechanism to submit and track project requests to OCM. Deployed on November 1, 2018.

STARS - Standardized Tracking and Reporting System (legacy system which is no longer operational)**STS - Short Term Sentencing****SWB - Southwest Border**

T

TAVISS - Targeted Violence Information Sharing System (U.S. Secret Service Program)

TD - Training Division

- Reports to the ADA.
- Located in Glynco, GA at FLETC.

TDY - Temporary Duty Assignment

TFO - Task Force Officer

TOA - Time-Off Award

TOD - Tactical Operations Division

- Reports to the ADO.
- Includes a range of programs that oversees classified missions involving homeland security, national emergencies, and domestic crises, and as well as liaison with the intelligence community.
- These programs are:
 - o The Business Integration Center (BIC)
 - o The Office of Crisis Services (OCS)
 - o The Office of Emergency Management (OEM)
 - o The Office of Resource Management (ORM)
 - o The Office of Security Programs (OSP)
 - o The Office of Strategic Technology (OST)
 - o The Special Operations Group (SOG)
 - o The Strategic National Stockpile Security Operations (SNSO)

TOG - Technical Operations Group

- A group comprised of the Electronic Surveillance Branch and the Air Surveillance Branch.

TSI - TOG Senior Inspector

TTX - Table-Top Exercise (COOP Term)

- Used extensively for exercises regarding detention facility escape plans.
- A table-top exercise involves key personnel discussing simulated scenarios in an informal setting.
- Can be used to assess plans, policies, and procedures.

U

UFAN - Unique Federal Agency Number (Refer to Chapter 16)

UFMS - Unified Financial Management System

UPS - Uninterruptible Power Supply

- Provides a backup battery to computer-based components such as security systems.

USAO - United States Attorney's Office

U (CONTINUED)

USMAC - U.S. Marshals Advisory Council

- Functions as a conduit between the districts and the USMS Executive Leadership, to foster better communication and exchange of ideas throughout the agency.
- Current Chairman is U.S. Marshal Martin Keely, Northern District of Alabama.

USM-11 - Investigative Report Form

USP - United States Penitentiary

USPO - United States Probation Office

USPS - United States Pretrial Services

W

WebTA - Time & Attendance management system (Refer to Chapter 16)

WGI - Within Grade Increase

WHCAP - Writ of Habeas Corpus Ad Prosequendum (Custody Status Code)

- A writ of habeas corpus orders the custodian of an individual in custody to produce the individual before the court for prosecution (ad prosequendum).
- A WHCAP is most often used to writ an in-custody inmate from a state or local jurisdiction.

WHCAT - Writ of Habeas Corpus Ad Testificandum (Custody Status Code)

- A writ of habeas corpus ad Testificandum orders the custodian of an individual in custody to produce the individual before the court to appear to testify (ad Testificandum).
- A WHCAT is often used to writ an in-custody inmate from a state or local jurisdiction

WOR - Prisoner Status Code

- This code is used if the prisoner being processed is a Warrant of Removal case to be transferred to another district (Federal Rules of Criminal Procedure, Rule 40).
- A writ which directs the removal of a prisoner from the district where he is incarcerated to the requesting district. If a hearing is held and it appears from a Magistrate's report or from evidence adduced before the Judge that sufficient cause has been shown for ordering the removal of the defendant, the Judge shall issue a Warrant of Removal to the district where the prosecution is pending.
- If the prosecution is by indictment, a Warrant of Removal shall issue upon production of a certified copy of the indictment and proof that the defendant is the person named in the indictment.

WSD- Witness Security Division

- Reports to the ADO.
 - Commonly referred to as “WitSec” or “OSP”.
 - Ensures the safety of protected witnesses and their families by providing safe and secure housing and transportation of witnesses while in the Program.
 - Provides 24-hour protection to all witnesses while they are in designated “danger areas” for the purposes of testimony and court-related appearances. The successful operation of this program is widely recognized as providing a unique and valuable tool in the government’s battle against major criminal conspirators and organized crime.
-

WT-DESIG - Waiting Designation (Custody Status Code)

WT-MOVE - Waiting Movement (Custody Status Code)

WT-TRANSFER - Waiting Transfer (Custody Status Code)

KEY NUMBERS

(b)(7)(E) The Court Security Appropriation fund

1811 - Criminal Investigator Grade (DUSM)

2250 Case - Adam Walsh Act violations. Violations of 18 U.S.C. § 2250 as directed by the Adam Walsh Act.

- Also known as SOIC cases.
-

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APPENDIX A

Members of the U.S. Marshal Leadership Guide Team

Brent Broshow
Assistant Director
U.S. Marshals Service Training Division

James E. Clark
U.S. Marshal
District of the U.S. Virgin Islands

Ramona L. Dohman
U.S. Marshal
District of Minnesota

(b)(6); (b)(7)(C); (b)(7)(F)

Peter J. Elliot
U.S. Marshal
Northern District of Ohio

(b)(6); (b)(7)(C); (b)(7)(F)

Juan Mattos, Jr.
U.S. Marshal
District of New Jersey

Michael C. McGowan
U.S. Marshal
District of Delaware

Ron L. Miller
U.S. Marshal
District of Kansas

Todd L. Nukes
U.S. Marshal
Northern District of Indiana

Noteworthy Contribution:

Roberto I. Robinson, former Assistant Director for the U.S. Marshals Service Training Division, was also a team member until his promotion to Associate Director for Operations.

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APPENDIX B

Citations Collected by Historian David Turk for Chapter 2, History of the U.S. Marshals Service

- 1 Charles Warren, “New Light on the History of Federal Judiciary Act of 1789,” *Harvard Law Review*, 37, 11 (1923), 49; Author, “Setting the record straight-USMS is nation’s first federal law enforcement] agency,” *Marshals Monitor*, Spring 2004, 3-4; Frederick S. Calhoun, *The Lawmen-United States Marshals and Their Deputies, 1789-1989* (New York, NY: Penguin Books, 1991), 2; *Ibid.*, 12-15. The U.S. Marshals were the first federal entity formed for law enforcement purposes. It was found that deputies served on revenue cutters in the early days of the nation, and also trained other organizational personnel when exchanging a duty. Prime examples of this can be found at the Office of Instructions and Mail Depredations in 1830, which later became the Postal Inspection Service. See J. Holbrook, *Ten Years Among the Mail Bags: or, Notes from the Diary of a Special Agent of the Post-Office Department* (New York, NY: J.C. Derby, 1856), 25-28, and the Secret Service, who assumed duties on pursuing counterfeiting from our personnel.
- 2 “An Act to establish the Judicial Courts of the United States,” in *Statutes at Large*, Session 1, Chap. XX, Section 27, September 24, 1789.
- 3 Calhoun, *Lawmen*, 14-15; U.S. Marshal James Plousis and David S. Turk, “The Measure of a Law Enforcement Icon: The History of the New York/New Jersey Regional Fugitive Task Force,” *USMS Collections*; David S. Turk, “Billy the Kid and the U.S. Marshals Service, *Wild West*, Vol. 19, No 5 (February 2007).
- 4 Calhoun, *Lawmen*, 12-13.
- 5 “An Act to establish the Judicial Courts,” in *Statutes at Large*, Session 1, Chap. XX, Section 28, September 24, 1789; “Setting the record straight,” *Marshals Monitor*, Spring 2004, 3.
- 6 Calhoun, *Lawmen*, 15-16; *Ibid.*, 55; *Ibid.*, 136; *Ibid.*, 139.
- 7 Calhoun, *Lawmen*, 192-194; Ben T. Traywick, *Marshal of Tombstone-Virgil Walter Earp* (Tombstone [Sierra Vista], Arizona: Red Marie’s, 1985), 6-7; David S. Turk, “Billy the Kid and the U.S. Marshals Service, *Wild West*, Vol. 19, No 5 (February 2007); “Bloody Battle Pits Deputies Vs. the Wild Bunch,” *Marshals Monitor*, November- December 2000, 6-7; “Wyatt Berry Stapp Earp,” in Dan L. Thrapp, comp., *Encyclopedia of Frontier Biography*, Volume I A-F (Glendale, California: The Arthur H. Clark Company, 1988), 448-449; “James Butler (Wild Bill) Hickok,” in Dan L. Thrapp, comp., *Encyclopedia of Frontier Biography*, Volume II G-O (Glendale, California: The Arthur H. Clark Company, 1988), 658; “In the Old West, Bass Reeves was unparalleled,” *Marshals Monitor*, January-February 2001, 13; “John R. (Catch-‘em-alive Jack) Abernathy, in Thrapp, comp., *Encyclopedia of Frontier Biography*, Volume I, 3-4. For a detailed study of Deputy U.S. Marshal Bass Reeves, see Art T. Burton, *Black Gun, Silver Star* (Lincoln, Nebraska: University of Nebraska Press, 2006).

- 8 The FBI's predecessor, the Bureau of Investigation, was founded in 1908. The Federal Bureau of Narcotics was founded in 1930, but its predecessor organizations date to 1915. Although the first income taxes originated in 1862, but the modern version of the IRS began in 1918. See FBI.gov, Archives.gov, and IRS.gov. See Calhoun, Lawmen, 18-19.
- 9 Notes, Poster Plan File, "Now Showing: 'Passing of the Oklahoma Outlaws,'" USMS Collections.
- 10 "Bat" Masterson is Dead," Kansas City Star, October 25, 1921; Elmo Scott Watson, "When Tombstone, Ariz. was 'Helldorado,' Blockton News, April 4, 1929; "Evet Dumas Nix," in Dan L. Thrapp, comp., Encyclopedia of Frontier Biography, Volume II, 1058. U.S. Marshal Evett D. Nix of the Oklahoma Territory from May 1893 to February 1896, wrote Oklahombres, published in 1929. Despite a wave of interest previously, books about Jesse James and Billy the Kid were resurgent in the late 1920s.
- 11 Alexander Holtzoff to Attorney General, October 8, 1936, Classified Files, Record Group 60, National Archives and Records Administration. See also Calhoun, Lawmen, 248.
- 12 Calhoun, Lawmen, 248.
- 13 Copy, Office of Public Affairs, Fact Sheet, "Facts and Figures 2013," Revised January 10, 2013.
- 14 Calhoun, Lawmen, 6; Copy, Press Release, Department of Justice, December 17, 1956.
- 15 Ray Sherrard and George Stumpf, Badges of the United States Marshals (Garden Grove, CA: RHS Enterprises, 1991), 44; Calhoun, Lawmen, 250. There is a photograph which might indicates a first nationwide issue badge from 1937, but more research is needed to determine if this was the same variety.

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JUSTICE • INTEGRITY • SERVICE

**United States Marshals Service
Judicial Security Division
Protective Investigations Checklist**

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(b)(7)(E)

- **Use due diligence.**

(b)(7)(E)

Threat Management Strategies

(b)(7)(E)

**For additional information contact your local
U.S. Marshals Service Office**

USMS Pub. 29 (Rev. 03/20)

PROCEDURES FOR EVICTIONS

The United States Marshals Service (USMS) is responsible for carrying out evictions in the District of Columbia to ensure that they are peaceful and comply with the law. In all evictions, the USMS will follow the procedures described in this brochure.

Writs of Restitution

All cases that a landlord brings to evict a tenant begin in the Landlord and Tenant Branch of the Superior Court of the District of Columbia. A landlord that prevails may ask the court to issue a writ of restitution. A writ of restitution is the legal document that permits a landlord to take possession of a rental unit from a tenant. The clerk's office in the court forwards each writ to the USMS for scheduling and completing the eviction. Once issued, a writ of restitution is valid for 75 days.

When a landlord applies for a writ, the landlord must provide a reliable contact telephone number to the USMS. The USMS also strongly recommends that the landlord provide an email address to ensure that the USMS can schedule the eviction. If the USMS cannot make contact with the landlord after three attempts to schedule the eviction, the USMS will return the writ to the court, and it will be cancelled.

Scheduling the Eviction

Shortly after it gets the writ, the USMS will schedule the eviction. The scheduled date will be at least 14 days from the date the USMS gets the writ, and no less than seven days from the date the writ would expire. The USMS schedules evictions only on Monday through Friday between 9 am and 4 pm. The USMS does not schedule evictions on Saturdays, Sundays, or holidays.

Once the eviction is scheduled, the USMS will make every effort to complete the eviction on that day. However, completion of evictions may be delayed for a variety of reasons. To protect tenants,

evictions will not be concluded when the temperature is forecasted to be below freezing or when it is precipitating. Other official duties of the USMS may also require a postponement or delay the arrival of Deputy U.S. Marshals at the property.

Notice to Landlords

The USMS will contact the landlord or designated representative (usually by telephone) to schedule a date. When the USMS calls to schedule the eviction, the landlord will be notified of the first available date. A landlord may request a date later than the first available date. However, if scheduling the eviction on a later date requested by the landlord results in the expiration of the writ due to weather or other delays, the USMS will not refund the fees paid by the landlord, and the landlord will have to obtain another writ.

Once an eviction has been scheduled, the USMS will not reschedule the eviction, because the tenant will have been sent notices of the original date. Changing the original scheduled date requires cancellation of the eviction, and a landlord must obtain a new writ in order to proceed with the eviction.

On the day before the scheduled date of the eviction, the USMS will contact the landlord and inform the landlord of the time slot when the eviction is scheduled. On that date and time, a landlord or representative must be present at the rental unit or the eviction will be cancelled. The USMS will not conclude an eviction if the landlord has not arranged for a person to be present to change the locks on the rental unit.

Deputy U.S. Marshals are law enforcement officers and their official duties may result in delayed arrival to scheduled evictions. If a deputy is not present on the scheduled date and time, the landlord or representative may call (202) 616-8622 for an estimated time of arrival.

Notice to Tenants

In order for tenants to ensure that they retain all of their property, all personal belongings MUST be removed prior to the scheduled eviction date.

Once the USMS schedules an eviction, the USMS will send a notification packet to the tenant(s) by first-class mail to the address on the writ. The packet will contain a copy of the court order, instructions from the USMS, and the date on which the eviction has been scheduled. The notice instructs the tenant(s) to remove all personal belongings **BEFORE** the scheduled eviction date. Do not wait for the deputies to arrive before preparing for the eviction. Once deputies arrive to carry out the eviction, **tenants will not have time to pack belongings** and will lose access to remaining property unless access is coordinated with the landlord. Unlawful re-entry following a completed eviction is a crime.

Completing the Eviction

On the date scheduled, deputies will arrive at the premises to carry out the eviction. When they arrive, the deputies will knock and announce their presence and tell the tenant that they are there for the eviction. They will then make entry and seize the premises in preparation for the turn over to the landlord in accordance with the writ. Before turning the premises over to the landlord, the deputies will ensure that no people remain on the premises and will perform a brief security sweep for dangerous items. Once the premises has been secured, the premises will be turned over to the landlord and the deputies will remain on site until the property can be secured by changing the locks.

The USMS no longer instructs or allows the landlord to remove a tenant's personal property and place it on the public street when the eviction occurs. The USMS is not involved in any removal of personal property before or after the eviction so tenants should

remove all property before the eviction date if possible.

Extended Evictions

If the USMS is unable to complete the eviction for any reason on the scheduled date, the deputies will post a notice on the property stating that an eviction is in progress and identifying the anticipated date of return and completion. The posting will typically be made on the outside of the front door. On the return date or as soon as possible thereafter, the USMS will return and complete the eviction.

Landlord's Responsibilities on the Scene

Landlords or their representatives are required to be present during the eviction and to be able to gain access to the property with keys or a locksmith. If the landlord is not present or cannot make entry within ten minutes of the scheduled time for the eviction, the USMS may cancel the eviction.

Landlords must also ensure that the address is accurately reflected on the premises. If there is any uncertainty about whether the premises is the place described in the writ, the USMS will cancel the eviction.

Commercial Evictions

The USMS will survey any commercial property before any commercial eviction occurs. The USMS will contact the landlord and tenant(s) to arrange for a survey of the property. The USMS conducts the survey to identify any special circumstances or problems that may affect execution of the writ. Examples of special circumstances may include the presence of hazardous materials, dangerous conditions, and security systems.

The USMS will no longer order commercial landlords to place property on the street, and landlords must dispose of such property in accordance with the law. Commercial evictions may

occur even if the weather would prohibit residential evictions.

Fees

In addition to the \$10.00 filing fee charged by the court, the USMS charges a fee for executing a writ of restitution. The total fee for a residential eviction is \$203.00, including an administrative charge of \$8.00. Additional charges may apply for commercial evictions.

If an eviction cannot be completed within 75 days due to weather or another factor outside the control of the USMS, the landlord must obtain a new writ, and the USMS will assess new fees.

Information

Landlord & Tenant Court
510 4th Street, NW., Room 110
Washington, DC 20001
Phone: (202) 879-4879

United States Marshals Service
555 4th Street, NW., 11th Floor
Washington, DC 20001
Phone: (202) 616-8633
Email: DCEvictions@usdoj.gov

The Honorable
United States Marshal for the
Superior Court, District of Columbia
500 Indiana Avenue, N.W., Room C-600
Washington, DC 20001

USMS Pub. 22(7)
Rev. 8/18

U.S. Department of Justice

United States Marshals Service

District of Columbia Superior Court



Writs of Restitution (Evictions)

The United States Marshal for the Superior Court District of Columbia is responsible for serving process for the Superior Court for the District of Columbia.

This process includes Writs of Restitution that are issued for the recovery of real property by an eviction of tenants. The execution of this writ terminates all tenant rights in a premise.

ASO Aircraft

ASO currently utilizes the

(b)(7)(E)



Limitations

Certain limitations do exist that will prevent ASO from accepting or completing a mission request. The

(b)(7)(E)

The main limitations are:

(b)(7)(E)

Regional Coverage Areas

To effectively provide coverage to the entire United States, the Air Surveillance Branch is based on a regional coverage model with ASO aircraft based in geographic regions.

(b)(7)(E)

These facilities are also home to Regional Technical Operations Centers in which TOG investigators and staff carry out their mission.

(b)(7)(E)

Air Surveillance Regions

(b)(7)(E)

Contact Information

ASO Headquarters

1. (b)(7)(E)

ASO Regions

(b)(6); (b)(7)(C); (b)(7)(E); (b)(7)(F)

UNITED STATES MARSHALS SERVICE
INVESTIGATIVE OPERATIONS DIVISION
Technical Operations Group



Air Surveillance Operations

1. (b)(7)(E)

Mission

The U.S. Marshals Air Surveillance Operations provides aerial support to a variety of U.S. Marshals missions. You may be asking yourself how do I request the use of ASO or how would I get the funding to pay for an ASO mission? These are a few facts you should know about ASO and how it can help support your mission – all at no cost to your program or district.

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(b)(7)(E)

(b)(7)(E)

Air Surveillance Operations

Under the Investigative Operations Division's Technical Operations Group, the Air Surveillance Branch was originally founded to support major fugitive investigations with air surveillance capabilities. Over time, the Air Surveillance Branch has grown to support the diverse mission requirements unique to the U.S. Marshals including (b)(7)(E) and fugitive investigations.

ASO currently has (b)(7)(E) with specialized surveillance equipment. These aircraft are based regionally around the United States. The program is

(b)(7)(E)

There is no cost to the requesting district or program, since the Air Surveillance Branch is funded under the Investigative Operations Division. ASO support to state and local agencies is also provided at no cost. Each request must be (b)(7)(E) and once approved all that is required is a commitment from the requesting district or program to provide manpower to support the request. Requests for service can be made directly to the (b)(7)(E)

(b)(7)(E)

Equipment Capabilities

(b)(7)(E)

Pilot Qualifications

All ASO pilots are assigned to the Technical Operations Group. The pilots are responsible for handling mission requests from several states in their region. Each pilot is an (b)(7)(E) who is put through an extensive training program before being designated a Command Pilot. All ASO pilots are commercial and instrument rated. Once assigned to ASO in addition to FAA requirements, the pilots must pass an annual training program that includes an unusual altitude flying course, instrument proficiency checks and written and oral exams. The final test is an ASO specific check-ride.