



United States Marshals Service

Chapter 373

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October 5, 2020

The Honorable Donald W. Washington
Director
United States Marshals Service
Washington, D.C. 20530-1000

SUBJECT: Follow-up on Gender Pay Equity at the U.S. Marshals Service (USMS)

Dear Director Washington:

In our August 24th letter we raised very legitimate and pressing concerns with gender pay equity for women and men at the USMS in two key district positions, respectively: Administrative Officer and Detention Enforcement Officer (DEO). Six weeks later we have not formally heard from agency leadership on either topic, although we did see mention in notes from a meeting of the U.S. Marshals Advisory Council (USMAC) and District Chiefs Advisory Board (DCAB) held three days after transmission of our letter.

In the limited August 27th information shared with us by agency district managers, the Deputy Director and Chief of Staff said, "The District Administrative GS-14 assessment will begin after this FPL-Phase 4 is completed, we do not have a time frame for this initiative at this time but it may take a while to complete." In October 2019—now one year ago—the Agency announced, "District Admin GS-14: Conversations and discussions have started regarding the assessment of establishing a district admin GS-14 grade. HQ will be examining this item but will have to wait until the completion of the FPL-13 process. Once formally started, updates and timeframes will be provided."

We continue to hear about the accelerated pace for upgrading the Judicial Security Inspectors from GS-1811-13 to -14, a process that began more recently. Therefore, the Human Resources Division (HRD) may consider publishing "updates and timeframes," as well as milestones associated with its responsible program manager(s) for the District Administrative GS-14 assessment. We support a level of optimism—rather than "taking a while to complete"—as an industrious path forward on this initiative.

We would also like to share additional concerns we discovered with our evaluation of the Detention Enforcement Officer (DEO). As you may be aware, several years ago the former Associate Director for Administration (ADA) decided to cancel the positions associated with the

Lead/Senior DEO (GS-1802-08) and Supervisory DEO (GS-1802-09),¹ both position descriptions provided in our letter of August 24th. Notwithstanding, the two positions remain among those currently available within the Agency.²

We have previously offered examples highlighting the difference in the manner positions are classified at the USMS between districts and divisions. As a supplemental illustration, we note a DEO assigned to a district and an Aviation Enforcement Officer (AEO) assigned to a division attend the same three-week training program. The two positions are consistently referenced as equal to one another in agency policy,³ yet the grades are clearly different. Moreover, unlike the two district DEO positions cancelled by the former ADA, the organizational chart for the Justice and Prisoner Alien Transportation System (JPATS) shows that the Agency actively fills a Lead/Senior AEO and Supervisory AEO,⁴ without the requisite oversight of three defined in the Lead/Senior DEO position description.⁵

Please consider the stark differences between the two substantially equivalent positions:

District Position	Full Performance Level	Division Position	Full Performance Level
DEO	GS-07	AEO	GS-09
Lead/Senior DEO ⁺	GS-08	Lead/Senior AEO	GS-11
Supervisory DEO ⁺⁺	GS-09	Supervisory AEO	GS-12

⁺ Cancelled by the former ADA

⁺⁺ Cancelled by the former ADA

We appeal to you to consider having HRD work with the Prisoner Operations Division, without delay, to:

- 1) Develop a DEO career ladder, identical to the AEO;
- 2) Reinstate the Lead/Senior DEO and Supervisory DEO positions and make them available to district management to fill;
- 3) Remove the requisite oversight of three provision in the Lead/Senior DEO position description so it is consistent with the Lead/Senior AEO; and
- 4) Conduct an analysis to determine grade structure of the two positions so that whether an employee is assigned to a district or division they receive equal pay for equal work.

The only difference between a DEO and AEO is the former reports to a cellblock each day reporting to a district and the latter an aircraft reporting to a division. Yet, both perform substantially the same prisoner and detention operational duties.

¹ Skype for Business chat between Jason Wojdylo and Dianne Campbell, February 21, 2020 [Exhibit 1]

² USMS Working Title Worksheet, most recently updated July 9, 2020 [Exhibit 2]

³ For example, U.S. Marshals Service Policy Directive 3.9, Voluntary Reassignments, last updated August 1, 2018 [Exhibit 3]

⁴ <https://www.usajobs.gov/GetJob/ViewDetails/577711200>

⁵ JPATS Organizational Chart, page 8 [Exhibit 4]

Continuing to advance comprehensive pay reform at the USMS is an important human capital responsibility. We recommend district management participation as an important element of the evaluation process with HRD.

Based on the disproportionate number of recipients of the 39th Annual Director's Honorary Award between employees assigned to districts versus divisions, inclusive of a series of awards to HRD,⁶ the USMS may have more work to do. A good first step in the right direction would be to provide gender pay equity in the context of our August 24th letter for both the Administrative Officer and DEO—two important district positions that lag behind their substantially equivalent colleagues assigned to divisions. **This plan—as proposed—will have no financial impact on the Agency's appropriations.** Please let us know if we can be of assistance.

Sincerely,

Dave Barnes

Dave Barnes
President

Jason R. Wojdylo

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⁶ 39th Annual Director's Honorary Award recipients (14% district, 86% division): Distinguished Service Award, 2 district, 4 division employees; Meritorious Service Award, 1 district, 5 division employees; Employees of the Year, 0 district, 5 division employees; Special Achievement Award, 1 district, 6 division employees; Distinguished Group Award, 1 district, 10 division groups, inclusive of 3 to the Human Resources Division. We note the co-chair of the Awards Committee was HRD's Assistant Director who separately received a Meritorious Service Award and Special Achievement Award. [Exhibit 5]

Exhibit 1

From: Wojdylo, Jason (USMS)
Sent: Friday, February 21, 2020 2:26 PM
To: Campbell, Dianne (USMS); Wojdylo, Jason (USMS)
Subject: Missed conversation with Campbell, Dianne (USMS)

Wojdylo, Jason (USMS) 12:35 PM:

Is there any point in re-raising with Amber the Lead DEO topic? I understand the ADO was supportive and you may have discussed with [REDACTED] before he left? I'd like to cross the finishline on this before I depart Chicago in 4 weeks if you believe there is any good traction.

Campbell, Dianne (USMS) 12:35 PM:

No, it's my understanding that a decision was made a while ago not to hire any more Lead DEOs.

Wojdylo, Jason (USMS) 1:34 PM:

Correct, although I understand a more recent discussion may have changed direction. It seems that may not have reached you (yet). I can circle back with the ADO's office.

Campbell, Dianne (USMS) 2:23 PM:

ok

Exhibit 2

WORKING_TITLE_NAME	WORKING_TITLE_DESCRIPTION	WORKING_TITLE_DEFINITION	WORKING_TITLE_FULL_ PERFORMANCE_ GRADE ID	WORKING_TITLE_ UPDATE_DATE
Director	Director	A person who is the leader of the US Marshals Service		12/3/2019
Deputy Director	Deputy Director	A person who is the second in charge of the US Marshals Service		12/3/2019
Associate Director	Associate Director	A person who is leader of one of the two Directorates at US Marshals Service		12/3/2019
CFO	Chief Financial Officer	A person who leads the Financial Services Division (FSD) at US Marshals Service and is responsible for supporting the Director in controlling funds allotted, allocated, and/or transferred to the US Marshals Service.		12/3/2019
CIO	Chief Information Officer	A person who leads the Information Technology Division (ITD) at US Marshals Service and is responsible for supporting the Director in governing the planning, management, operation, and use of information technology (IT) and information resources.		12/3/2019
CDO	Chief Data Officer	A person who leads the Office of Strategic Insight (OSI) at US Marshals Service and is responsible for the governance and analytics of US Marshals Service data		12/3/2019
EEO Officer	Equal Employment Opportunity Officer	A person who is the leader of the Equal Employment Opportunity Office at US Marshals Service		12/3/2019
General Counsel	General Counsel	A person who is the leader of the Office of General Counsel at US Marshals Service		12/3/2019
Deputy General Counsel	Deputy General Counsel	A person who is the second in charge of the Office of General Counsel at US Marshals Service		12/3/2019
CoS	Chief of Staff	A person who is the Director's Chief of Staff at US Marshals Service		12/3/2019
Chief of District Affairs	Chief of District Affairs	A person who is responsible for advocating for districts to executive management at US Marshals Service	GS-15	12/3/2019
Proposing Official	Proposing Official	A person who makes recommendations on discipline within the Office of the Director at US Marshals Service		12/3/2019
Deciding Official	Deciding Official	A person who decides outcomes on discipline within the Office of the Director at US Marshals Service		12/3/2019
Assistant Director	Assistant Director	A person who works for US Marshals Headquarters, is a member of the SES, and leads a division or staff office	SES	12/3/2019
DAD	Deputy Assistant Director	A person who works for US Marshals Service Headquarters, is a full performance GS-15, and is second in charge of a division or staff office	GS-15	12/3/2019
Chief Inspector	Chief Inspector	A person who works for US Marshals Service Headquarters, has a Job Series of 1811, and is a full performance GS-15	GS-15	12/3/2019
Assistant Chief Inspector	Assistant Chief Inspector	A person who works for US Marshals Service Headquarters, has a Job Series of 1811, is supervisory, and is a GS-14	GS-14	12/3/2019
Supervisory Inspector	Supervisory Inspector	A person who works for US Marshals Service Headquarters, has a Job Series of 1811, is supervisory, and is a GS-13	GS-13	12/3/2019
Senior Inspector	Senior Inspector	A person who works for US Marshals Service Headquarters, has a Job Series of 1811, is non-supervisory, and is a GS-13	GS-13	12/3/2019
Inspector	Inspector	A person who works for US Marshals Service Headquarters, has a Job Series of 1811, and is a full performance GS-12	GS-12	12/3/2019
Supervisory AEO	Supervisory Aviation Enforcement Officer	A person who works for US Marshals Service Headquarters, has a Job Series of 1801, is supervisory, and is a full performance GS-12	GS-12	12/3/2019
Lead AEO	Lead Aviation Enforcement Officer	A person who works for US Marshals Service Headquarters, has a Job Series of 1801, is non-supervisory, and is a GS-11	GS-11	12/3/2019
AEO	Aviation Enforcement Officer	A person who works for US Marshals Service Headquarters, has a Job Series of 1801, is non-supervisory, and is a full performance GS-09	GS-09	12/3/2019
Chief	Chief	A person who works as an administrative employee for US Marshals Service Headquarters, is supervisory, and is a GS-15	GS-15	12/3/2019
Assistant Chief	Assistant Chief	A person who works as an administrative employee for US Marshals Service Headquarters, is supervisory, and is a GS-14	GS-14	12/3/2019
Program Coordinator	Program Coordinator	A person who works as an administrative employee for US Marshals Service Headquarters, oversees a program, is non-supervisory, and is a GS-14 or GS-15	GS-14, GS-15	12/3/2019
Professional	Professional	A person who holds a Professional position (e.g. Attorney, Accountant, or Behavioral Psychologist) at US Marshals Service and has completed the specialized experience and/or directly related education required to fill the position		12/3/2019
Technical	Technical	A person who holds a Technical position (e.g. Radio Technician, Physical Security Specialist, COR) and has completed the education and/or experience required to fill the position		12/3/2019
Administrative	Administrative	A person who works for US Marshals Service Headquarters and is an Administrative employee		12/3/2019
Commander	Commander	A person who works for US Marshals Service Headquarters Investigative Operations Division, leads a Regional Fugitive Task Force, is supervisory, and is a GS-15	GS-15	12/23/2019
Deputy Commander	Deputy Commander	A person who works for US Marshals Service Headquarters Investigative Operations Division or Tactical Operations Division-Special Operations Group, is supervisory, and is a GS-14	GS-14	12/3/2019
USM	US Marshal	A person who is the politically appointed leader of a district at US Marshals Service, is supervisory, and is a GS-15 or SL position	GS-15, SL	12/3/2019
CDUSM	Chief Deputy US Marshal	A person who is the senior civil service employee of a district at US Marshals Service, is supervisory, and is a GS-15	GS-15	12/3/2019
ACDUSM	Assistant Chief Deputy US Marshal	A person who reports directly to the Chief Deputy US Marshal of a district at US Marshals Service, is supervisory, and is a GS-15	GS-15	7/9/2020
SDUSM	Supervisory Deputy US Marshal	A person who works in a US Marshals Service district, has a Job Series of 1811, is supervisory, and is a GS-14	GS-14	12/3/2019
PII	Protective Intelligence Investigator	A person who works in a US Marshals Service district and is responsible for identifying, mitigating, and managing potentials threats to US Marshals Service protectees, is non-supervisory, and is a GS-13	GS-13	12/3/2019
VOTF	Violent Offender Task Force Investigator	A person who works in a US Marshals Service district, is non-supervisory, is a GS-12 or GS-13, and is responsible for locating and apprehending fugitives as part of the Violent Offender Task Force (VOTF)	GS-12, GS-13	12/3/2019
AFFI	Asset Forfeiture Financial Investigator	A person who works in a US Marshals Service district and is responsible for conducting financial investigations related to assets identified for seizure, is non-supervisory, and is a GS-13	GS-13	12/3/2019
SOIC	Sex Offender Investigations Coordinator	A person who works in a US Marshals Service district and is responsible for supervising, initiating, and participating in complex regional, national, and international criminal investigations involving general crimes, fugitive apprehension and noncompliant sex offenders, is non-supervisory, and is a GS-13	GS-13	12/3/2019
JSI	Judicial Security Inspector	A person who works in a US Marshals Service district and is responsible for the District Court Security Officer Program, the court security systems, providing court security program technical assistance and operational guidance, and developing and conducting court security training for the court family and the district, is non-supervisory, and is a GS-13	GS-13	12/3/2019
DMI	Detention Management Inspector	A person who works in a US Marshals Service district, has a Job Series of 1811, is non-supervisory, is a GS-13, and serves as the district's senior investigator assigned to conduct investigations pertaining to all detention operations items	GS-13	12/3/2019
DUSM	Deputy US Marshal	A person who works in a US Marshals Service district, is non-supervisory, and has a Job Series of 0082 or 1811		12/3/2019
Supervisory DEO	Supervisory Detention Enforcement Officer	A person who works in a US Marshals Service district, has a Job Series of 1802, is supervisory, and is a GS-09	GS-09	12/3/2019
Lead DEO	Lead Detention Enforcement Officer	A person who works in a US Marshals Service district, has a Job Series of 1802, is non-supervisory, and is a GS-08	GS-08	12/3/2019
DEO	Detention Enforcement Officer	A person who works in a US Marshals Service district, has a Job Series of 1802, is non-supervisory, and is a full performance GS-07	GS-07	12/3/2019
AO	Administrative Officer	A person who works in a US Marshals Service district, has the Official Job Title of Administrative Officer, is supervisory, and is a GS-13	GS-13	12/3/2019
Supervisory DAFC	Supervisory District Asset Forfeiture Coordinator	A person who works in a US Marshals Service district for Asset Forfeiture Division, is supervisory, and is a full performance GS-13	GS-13	12/3/2019
DAFC	District Asset Forfeiture Coordinator	A person who works in a US Marshals Service district for Asset Forfeiture Division, is non-supervisory, and is a full performance GS-13	GS-13	12/3/2019
Country Attaché	Country Attaché	A person who works for US Marshals Service and serves as a liaison with national, state and local law enforcement agencies in a foreign country, is supervisory, and is a GS-14 or GS-15	GS-14, GS-15	12/3/2019

Deputy Country Attaché	Deputy Country Attaché	A person who works for US Marshals Service and serves as a liaison with national, state and local law enforcement agencies in a foreign country and is a GS-14	GS-14	12/3/2019
Assistant Country Attaché	Assistant Country Attaché	A person who works for US Marshals Service and serves as a liaison with national, state and local law enforcement agencies in a foreign country and is a GS-13	GS-13	12/3/2019
Procurement Executive	Procurement Executive	A person who works for US Marshals Service and serves as the Acquisition Executive and Senior Procurement Official, in addition to the principal advisor on all matters involving US Marshals Service procurement, and oversees the US Marshals Service procurement acquisition workforce		12/3/2019
Capture Executive	Capture Executive	A person who is the leader of the Capture Program at US Marshals Service, is supervisory, and is a member of the SES	SES	12/3/2019
XO	Executive Officer	A person who works for US Marshals Service and serves as an advisor to a US Marshals Service executive and facilitates executive support and services		12/3/2019
Contractor	Contractor	An individual who is self-employed or employed by a company and performs services for US Marshals Service pursuant to a written contractual agreement with US Marshals Service.		12/3/2019
Task Force Officer	Task Force Officer	An individual who is special deputized by US Marshals Service and serves on a US Marshals Service District or Regional Task Force		12/3/2019
Intern	Intern	A person, usually a student, who temporarily works for US Marshals Service in order to gain supervised practical experience in a specified field of study		12/3/2019
Detailee	Detailee	A person who works for US Marshals Service on assignment or loan from another government agency or international organization		12/3/2019
Instructor	Instructor	A Person who works for the US Marshals Service Headquarters Training Division, is non-supervisory, and is a GS-13	GS-13	12/3/2019
Chief USPHS Officer	Chief USPHS Officer	A person who is a senior employee of the United States Public Health Service (USPHS) and is responsible for leading the Medical Management Branch (MMB) of the US Marshals Service		7/9/2020
Medical Director	Medical Director	A person who is a medical provider and works for the US Marshals to ensure prisoners receive the correct types of treatments based on medical necessity		7/9/2020
Nurse Consultant	Nurse Consultant	A person who is a licensed health-care professional and provides expert advice on promoting and maintaining patient care for the US Marshals		7/9/2020
Associate Medical Director	Associate Medical Director	A person who is a medical provider and works with the Medical Director to ensure prisoners receive the correct types of treatments based on medical necessity		7/9/2020
Infectious Disease Coordinator	Infectious Disease Coordinator	A person who is a medical professional for the US Marshals and is responsible for the surveillance of infectious diseases, assisting with contact investigations and containment of infectious disease outbreaks in conjunction with local, state and federal partners, and performs trend analysis and data collection activities to identify and control transmission of communicable diseases		7/9/2020
Process Improvement Coordinator	Process Improvement Coordinator	A person who works for the US Marshals and initiates and conducts utilization review/data audits, trend analyses, and quality/process improvement activities for the Office of Management Operations (OMO) program		7/9/2020
SURC	Supervisory Utilization Review Coordinator	A person who is a medical professional for the US Marshals, is supervisory, and reviews/determines the medical necessity of USMS prisoner medical referrals/requests, and assists with the coordination and facilitation of medical care for USMS prisoners with higher level medical needs		7/9/2020
URC	Utilization Review Coordinator	A person who works for the US Marshals Service, reviews/determines the medical necessity of USMS prisoner medical referrals/requests, and assists with the coordination and facilitation of medical care for USMS prisoners with higher level medical needs		7/9/2020
Healthcare Provider	Provider	A person who serves as a Medical Doctor (MD), Physician Assistant (PA), or a Nurse Practitioner (NP) for the US Marshals Service		7/9/2020

Exhibit 3



United States Marshals Service POLICY DIRECTIVES

HUMAN RESOURCES

3.9 VOLUNTARY REASSIGNMENTS

A. Purpose: This directive describes the three means by which Deputy United States Marshals (DUSM) and Detention Enforcement Officers (DEO) or Aviation Enforcement Officers (AEO) may make their request for voluntary reassignment known so that they may be considered in making decisions about staffing U.S. Marshals Service (USMS) Offices.

1. **Part 1:** [Office of Preference](#)
2. **Part 1: (5)** [Employee Mutual Transfer](#)
3. **Part 2:** Refer to Policy Directive 3.9.1, [Hardship Consideration Process](#) for the Medical Hardship Transfer Consideration Process.

B. Proponent: Human Resources Division (HRD), Law Enforcement Staffing Branch.

C. Policy:

1. It is the policy of the USMS to consider DUSM requests for reassignment (voluntary reassignment at no cost to the government) as one of several means of staffing DUSM positions in District Offices and to provide a standard, fair and efficient means of considering individual employee requests.
 - a. The USMS will also provide a separate method for DUSMs and Headquarters 1811s, who are facing an immediate, serious, and continuing personal medical situation or one involving a family member, to make a special request for reassignment consideration.
2. It is the policy of the USMS to consider DEO/AEO requests for reassignment to a non-supervisory DEO/AEO position (voluntary reassignment at no cost to the government in approved Districts or Divisions), and to provide a fair and equitable standard for considering individual employee requests.
 - a. The USMS will also provide DEOs and AEOs with the opportunity to request transfers via the medical hardship process. DEOs and AEOs will only be able to hardship transfer to districts with current 1802 vacancies where a determination has been made that the vacancy will be filled with an 1802 series employee.

D. Procedure: A DUSM (082 or 1811), who meets eligibility requirements, may make a request for reassignment by registering and selecting desired duty locations utilizing the Office of Preference (OPREF) system established for that purpose and described in [Part 1](#) of this section.

DUSMs and Headquarters 1811s with a serious continuing, personal or family medical situation may make a request for transfer consideration utilizing the separate medical hardship process established for that purpose and described in [Part 2](#) of this section.

A DEO/AEO (GS-1802), who meets eligibility requirements, may submit a request for reassignment by registering and selecting a desired duty location by utilizing the OPREF System set forth below.

Part 1: Office of Preference Referral System:

1. **System Description:** OPREF is an automated system designed to assist DUSMs who have satisfactorily met their duty station obligation to register their interest in reassignment to district positions at GS grades 12 and below in one or more geographic locations. The process matches lateral reassignment opportunities with employee interests and provides district managers, at their request, with referral lists of current eligible employees for consideration.

OPREF is also designed to assist DEO/AEOs (GS-1802), who have met their eligibility requirements, to submit their request for reassignment for vacant District/Division positions. 1802 series employees transferring via OPREF may only transfer or request a reassignment to positions for which he or she has met the career ladder requirements. For example, a DEO at the full performance grade GS-7 may only OPREF / transfer to another DEO position, with the full performance level at the GS 7 or below. Additionally, AEOs at the full performance level of a GS 9 who opt to transfer to a DEO position at the full performance level of a GS 7 must downgrade to the GS 7. Interested employees may only apply in one of the geographic areas listed on the OPREF website. Nothing in this policy prohibits an 1802 series employee from expressing interest directly with districts that do not have 1802 series positions, in the event that one is obtained in the future. The process matches lateral reassignment opportunities with employee interests, and provides District/Division managers, at their request, with referral lists of current eligible employees for consideration.

Participation under OPREF is voluntary. If an employee decides not to accept an offered reassignment, he or she must inform the U.S. Marshal and the Human Resources Staffing Specialist within five business days so that another selection may be made.

Districts having vacancies which they intend to fill through OPREF may proactively generate interest by completing USMS Form 181/ 182. This form will be sent electronically to the Executive Secretariat for dissemination to all. This form encourages interested employees to register under OPREF for that particular duty station location.

Generally, a District must have an authorized and appropriate vacancy in order to utilize the OPREF system for DUSMs or for DEO/AEOs. As an exception, a process is established for DUSMs or DEOs / AEOs and management to ascertain the interests of employees desiring reassignment to a district where no vacancy exists. Management in the affected Districts may, in such circumstances, agree to an inter-district exchange. Such inter-district transfers may not result in an increased staffing level where no authorized operational vacancy exists. This process is referred to as the Employee Mutual Transfer process and is explained in [Part 1, paragraph 5](#).

Annually, during the last pay period of the year, OPREF activity will temporarily cease. At this time, OPREF information will be archived for the prior year. All individuals, DUSMs, DEOs and AEOs, interested in being considered under OPREF must officially re-register for the duty station locations in which they have an interest.

2. **Registration Eligibility:** Some DUSMs have incurred a duty station obligation based on an OPREF selection or because of having been competitively promoted to their current positions. DUSMs who have met their current duty station obligation or are within 90 days of meeting that obligation are eligible to register under OPREF.

A Deputy in the GS-1811 series may register for either a GS-1811 or a GS-082 opening. A DEO/AEO (GS-1802) may register for either a DEO or an AEO position with the same career ladder.

The registration and duty station election process are detailed on the HRD website. Candidates will submit [USM-280](#) (*OPREF Resume*) as a back-up copy via email to HRD.

DUSMs, DEOs and AEOs are allowed to register for up to five (5) duty station locations at any time under OPREF.

Once registered, DUSMs, DEOs and AEOs will be able to be considered for the period of time until the last pay period during the calendar year. Upon completion of the archive, DUSMs, DEOs and AEOs will have to register for the locations in which they have interest for the next year.

3. **OPREF Consideration Process:** When a vacant District DUSM or DEO/AEO position is to be staffed through OPREF, HRD will generate a certificate which lists the OPREF candidates who wish to be considered for that location.

HRD will refer to the District for consideration candidates who have registered under OPREF and have selected that duty station location, provided that they are neither on a Performance Improvement Plan (PIP) or have an unacceptable performance rating at the time that the referral certificate is prepared.

HRD will send the certificate to the U.S. Marshal or Division Assistant Director and will electronically notify each candidate whose name appears on the certificate that they are required to submit a [USM-280](#) (*OPREF Resume*) to the U.S. Marshal or Assistant Director.

If a candidate is on approved leave of more than 3 days, temporary duty (TDY), or Special Assignment, he or she must leave an automatic reply message on email indicating his/her return date. This will alert HRD that the candidate is unavailable to send an updated [USM-280](#) (*OPREF Resume*) to the U.S. Marshal or Assistant Director. If the candidate submitted a [USM-280](#) (*OPREF Resume*) when registering, HRD will forward this copy of the [USM-280](#) (*OPREF Resume*) to the U.S. Marshal or Division Representative and will send an email to the candidate with an attached copy of the [USM-280](#) (*OPREF Resume*).

Should the U.S. Marshal or Assistant Director not receive the [USM-280](#) (*OPREF Resume*) from a candidate within 3 days of the established date, he or she should contact the District or Division's HRD Staffing Specialist for assistance.

HRD will post the locations for which OPREF certificates have been issued on its site.

4. **Transfer Prerequisites for Selectees:** Selected candidates must satisfy the following prerequisites before they may transfer to their new duty location:
 - a. A current completed medical examination. HRD will check and, if necessary, the candidate will be required to contact the District / Division Administrative Officer to schedule a medical exam with the contract facility;

A current fitness-in-total assessment is required of DUSMs hired after 1984 (not a requirement for DEO/AEOs);

- b. A current background investigation. HRD will check to see if the DUSM, DEO/AEO's background investigation (BI) is current. If the individual's information is out of date, he or she will have to complete and submit the paperwork needed for a new background investigation. The completed submission must be sufficient to allow the BI to be scheduled by OPM, and;
- c. A current firearms qualification score.
- d. An OPREF selectee must complete and sign the Memorandum of Understanding indicating that he/she is aware of the two year duty station obligation (not a requirement for DEOs / AEOs).
- e. In rare circumstances, personnel who have transferred under OPREF may request and receive a waiver of the two year duty station requirement. These requests must be submitted in writing to the Assistant Director, HRD for approval from the Deputy Director or designee. All requests must be in writing, include signed approval memorandums from both the losing and gaining U.S. Marshals, and list the mitigating circumstances for the request and reason for the waiver.
- f. Under normal circumstances, a selectee must be released and must report to the new duty station within 90 days of being selected; failure to meet the prerequisites is not a basis for extending this timeframe. Another 30 days may be allowed in cases where the employee has a specific need and has requested and been granted an exception. Selectees who are in need of additional time, up to 30 days, should submit their request via e-mail to HRD. A decision on the additional time will be made in consultation with both U.S. Marshals or the Division Assistant Director. HRD will notify the selectee and will coordinate all transfer dates with the respective Districts and Divisions.

On a case-by-case basis, based on environmental concerns, districts may request the option to hold an OPREF selectee beyond the 90 day reporting period, up to 180 days. Requests to hold OPREF selectees past 90 days must be approved by the Deputy Director or designee. Requests must be made to the Assistant Director, HRD within 5 days of the OPREF Selection.

5. **Employee Mutual Transfer:** An employee mutual transfer (EMT) is a means by which individuals seeking reassignment to a location where there is no authorized vacancy may be considered. EMTs may be used by Deputy U.S. Marshals within the same occupational series (e.g., GS-1811 for another GS-1811). The EMT process may also be used by DEO / AEOs between two Districts / Divisions with 1802 series employees. 1802 series employees may only transfer into positions with the same career ladder as noted in [Part 1](#) above. DUSMs, and DEO / AEOs must register for their desired location under OPREF and meet all of the registration and transfer eligibility requirements as well as all transfer prerequisites listed above.

Where no authorized operational vacancy exists, District management may request that HRD review OPREF to determine if there are any matches in candidate preferences, which would facilitate an inter-District exchange of personnel. Where such a match can be identified, HRD will notify both/all of the Districts involved and provide the Marshals with certificates of eligible candidates who may be considered for an EMT.

HRD will also complete this review periodically, and notify Districts which may be interested in considering EMT candidates.

Employees seeking an EMT, who become aware of others interested in an EMT, may bring this to the attention of their District management for consideration. However, in order to ensure that all interested and eligible employees are considered for such an EMT opportunity, HRD will review OPREF and provide the district with a certificate of eligible candidates.

All other aspects of EMT consideration, selection, and transfer follow normal OPREF procedures.

E. Responsibilities: DUSMs, DEOs / AEOs, U.S. Marshals, and HRD have responsibilities under both the OPREF Referral System and the Medical Hardship Transfer Consideration Process. The Medical Hardship Review Panel has responsibilities under the Medical Hardship Transfer Consideration Process as do Headquarters Division Directors.

1. Deputy U.S. Marshals (GS-1811 and GS-082)

- a. Register for OPREF using the appropriate series.
- b. Select and maintain current district duty station preferences.
- c. Keep current in background investigations, Fitness in Total, medical, and firearms.
- d. Maintain an acceptable level of performance.
- e. Make sure their conduct is appropriate.
- f. Complete a [USM-280](#) (*OPREF Resume*) and submit via e-mail to HRD law enforcement staffing branch.
- g. Update [USM-280](#) (*OPREF Resume*) as necessary and submit via e-mail to HRD.
- h. E-mail the completed [USM-280](#) (*OPREF Resume*) to the U.S. Marshal or Assistant Director by the deadline if on the certificate of names under consideration.
- i. Update [USM-280](#) (*OPREF Resume*) as necessary.
- j. Place an automatic-reply message on e-mail in the event of approved leave of more than 3 days, TDY, or Special Assignment.
- k. Leave contact information with the current District CDUSM or SDUSM so the employee may be reached about an OPREF opportunity.
- l. Explore all solutions to a personal or family medical situation before requesting a medical hardship transfer and provide all the required documentation as well as any additional documentation HRD requests.
- m. Report for duty within 90 days of being selected under OPREF unless there is a determination to delay the reporting date.
- n. If approved for a medical hardship transfer, report within 90 days of notification of a district vacancy.

2. **Detention Enforcement/Aviation Enforcement Officers (DEO/AEO, GS-1802):**
 - a. Register under the OPREF System using the appropriate series.
 - b. Select and maintain current District of Division duty station preferences.
 - c. Maintain current BI, medical, and firearms forms.
 - d. Maintain an acceptable level of performance.
 - e. Make sure their conduct is appropriate.
 - f. Complete a [USM-280](#) (*OPREF Resume*) and submit via e-mail to HRD.
 - g. Update [USM-280](#) (*OPREF Resume*) as necessary and submit via e-mail to HRD.
 - h. E-mail the completed [USM-280](#) (*OPREF Resume*) to the U.S. Marshal or Division Management by the deadline date provided their name is on the certificate of names under consideration.
 - i. Place an automatic-reply message on e-mail in the event of approved leave of more than three (3) days, TDY, or Special Assignment.
 - j. Provide contact information with the current District or Division Management so that the candidate may be reached concerning an OPREF opening.
 - k. Report for duty within ninety (90) days of being selected under OPREF unless there is a determination to delay the reporting.
3. **U.S. Marshals:**
 - a. Make sure vacancies to be filled are bona fide except in the case of employee mutual transfer, where no vacancy is required.
 - b. Submit completed [SF-52s](#) to fill vacancies.
 - c. Request a certificate of names for a specific duty station location from their HRD staffing specialist.
 - d. Review all the material provided by HRD and by the candidates on certificates and choose selectee(s).
 - e. Contact HRD in the event of a missing [USM-280](#) (*OPREF Resume*).
 - f. Return all material to their HRD staffing specialist.
 - g. Maintain privacy of submitted medical information.
4. **U.S. Marshals, Associate Directors for Administration and Operations, and Headquarters Assistant Directors:**
 - a. Review and consider employees' medical hardship transfer requests. To the degree possible, make adjustments to accommodate employees' requests to deal with their medical situation and to document steps taken to assist employees.

- b. Release employees who have been selected for another duty station so that they may assume their new position within 90 days of being selected or approved for a medical hardship transfer.

- c. Maintain privacy of submitted medical information.

5. **Human Resources Division:**

- a. Provide the U.S. Marshal or Division Assistant Director with a certificate of names of those who have requested a certain duty station location.
- b. Post on the HRD website the dates and duty station locations of the certificates generated.
- c. Inform the individuals on the certificate by e-mail that they are being considered for a position and that they should e-mail their [USM-280](#) (OPREF Resume) to the U.S. Marshal or Division Representative. HRD will use an auto reply feature in order to be assured that individuals are notified of their consideration.
- d. Submit backup [USM-280](#) (OPREF Resume) if the U.S. Marshal or Division Representative indicates he/she did not receive a copy from a candidate.
- e. Make sure selectees have met all the requirements for reassignment to their position in the new duty station.
- f. Process personnel actions.
- g. Issue quarterly reminders to DUSMs to update their preferred OPREF duty stations by making deletions or additions.
- h. Provide information about alternatives to a medical hardship transfer and provide process and documentation information needed to make this type of request.
- i. Determine adequacy and completeness of documentation submitted for a medical hardship transfer request; ensure all requirements met.
- j. Submit requests to the Hardship Review Panel and notify individuals and districts of the outcome of this review.
- k. Maintain privacy of submitted medical information.
- l. Submit the decision of the Hardship Review Panel to the Deputy Director or designee in cases where no vacancy exists so that a final decision on a temporary allocation may be made.

6. **Medical Hardship Review Panel:**

- a. Review employee requests for reassignment to another duty station. The panel may request additional information from an employee prior to making a recommendation.
- b. When necessary, seek counsel from the Employee Assistance Program and any other individual from a Division/District whose input will aid the panel in making a recommendation.

- c. Review the docket of cases HRD presents and, in general, issue a determination on each case within 30 days of receiving the request.
- d. Maintain privacy of submitted medical information.

F. Definitions:

1. **Personal or Family Medical Situation:** A seriously debilitating or life-threatening medical condition affecting an employee or a family member that the employee must address. A personal or family medical situation **should not** be the result of an ongoing medical condition that existed and was known before the employee was appointed to his or her current position.
2. **Family Member:** For the purpose of this policy, a family member is:
 - a. A spouse and his or her parents
 - b. Children, including adopted children, stepchildren and grandchildren, and their spouses
 - c. Parents
 - d. Brothers and sisters and their spouses
 - e. Any individual related by blood or affinity whose close association with the employee is the equivalent of a family relationship.
3. **Hardship Review Panel:** A panel of volunteer USMS operational management personnel who review employee requests for medical hardship transfers and recommend actions to take on them.

By Order of:

Effective Date:

/S/
John F. Clark
Director
U.S. Marshals Service

8/26/08

Exhibit 4

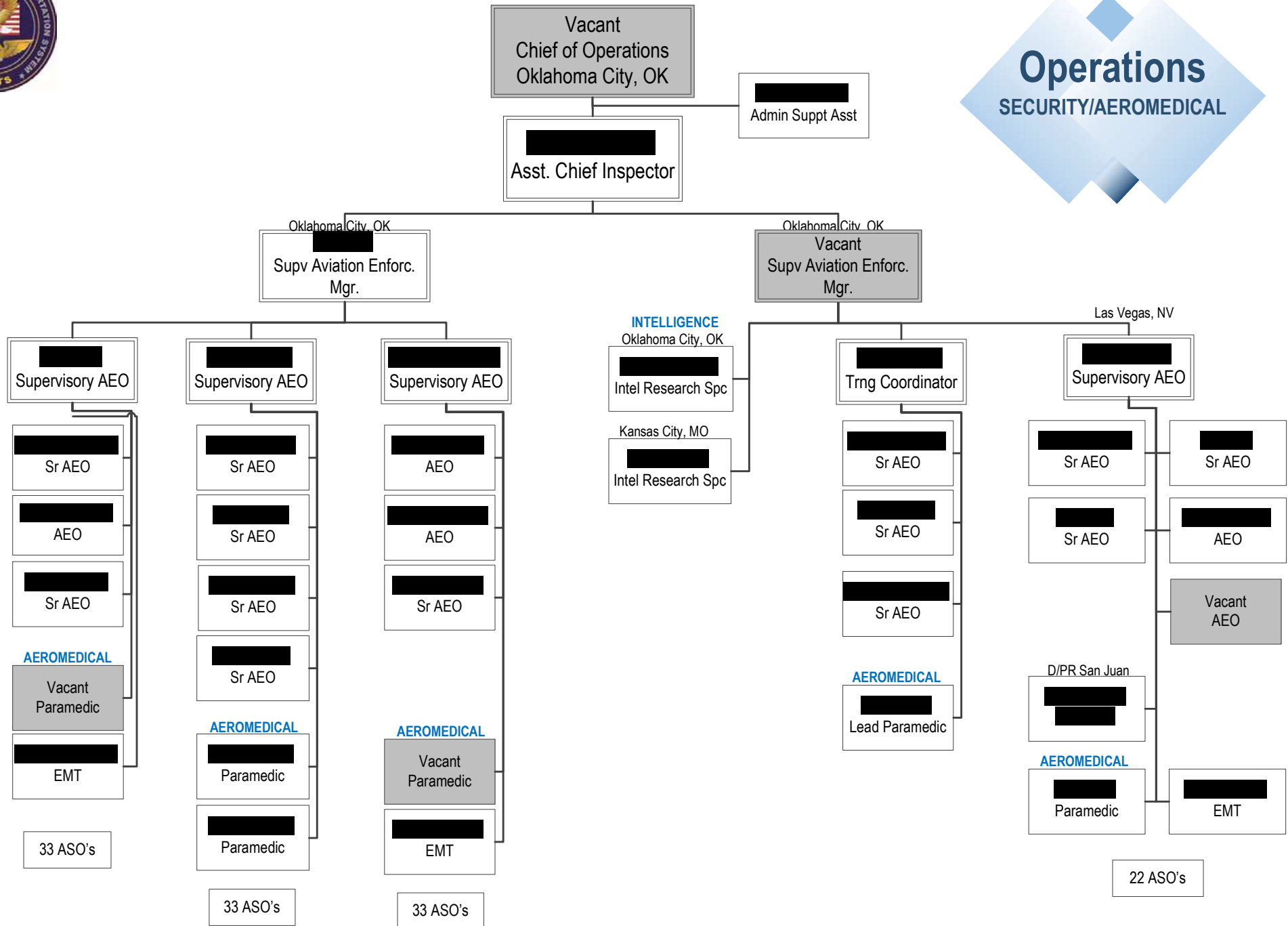


Exhibit 5



U.S. Department of Justice

United States Marshals Service

Office of the Director

Washington, DC 20530-0001

February 7, 2020

MEMORANDUM TO: United States Marshals Service Employees

FROM: Donald W. Washington *Donald W. Washington*
Director

SUBJECT: 2020 United States Marshals Service Director's Honorary Awards
Committee Members

I am pleased to announce the selection of the 2020 United States Marshals Service (USMS) Director's Honorary Awards Committee members:

- United States Marshal Brendan Heffner, Central District of Illinois, Co-Chair*
- Assistant Director Dianne Campbell, Human Resources Division, Co-Chair*
- Assistant Director Tim Virtue, Asset Forfeiture Division
- Assistant Director John "Jack" Sheehan, Prisoner Operations Division
- Assistant Director Andrew Smith, Tactical Operations Division
- United States Marshal Michael Baylous, Southern District of West Virginia
- United States Marshal Susan Pamerleau, Western District of Texas
- United States Marshal Ted Kamatchus, Southern District of Iowa
- Deputy Assistant Director Gwen Miller, Information Technology Division
- Chief Deputy United States Marshal Dexter Sylvester, Middle District of Florida
- Administrative Officer Denise Bortnick, Northern District of Ohio
- Executive Officer Steven Willis, Judicial Security Division

I would also like to take a moment to thank the 2019 USMS Director's Honorary Awards Committee for their hard work and dedication in reviewing last year's nominations. After reviewing dozens of nominations from both Headquarters and district offices, the 2019 Committee's selections led to one of the largest recipient groups in USMS history, only further demonstrating that the USMS is home to some of the most exceptional employees who, on a daily basis, make a real difference in the lives of the American people.

So please join me in thanking the 2019 Committee, and congratulating the 2020 Committee on their selection. I look forward to working together to review and select the recipients of our Agency's highest honors, and celebrating their accomplishments later this year at the 39th USMS Director's Honorary Awards Ceremony.

**Serving a 2-year term*



U.S. Department of Justice

United States Marshals Service

Office of the Director

Washington, DC 20530-0001

October 2, 2020

MEMORANDUM TO: United States Marshals Service Employees

FROM: Donald W. Washington
Director

SUBJECT: Recipients of the 39th Director's Honorary Awards

It is with great pleasure that I announce and congratulate recipients of the 39th Director's Honorary Awards. These are the highest honors granted by the United States Marshals Service to recognize employees and citizens who perform in an exemplary manner in support of our Agency's missions. I would also like to thank the Co-Chairs and members of the 2020 Director's Honorary Awards Committee who devoted countless hours to carefully review and rate all nominations received by the due date.

Consistent with the Department of Justice guidance for award ceremonies under COVID-19 restrictions, this year's Director's Honorary Awards Ceremony will be delayed until the second quarter of fiscal year 2021. We are taking time to carefully consider the best options to ensure this year's award recipients are duly honored. Please expect an update regarding the ceremony in early February 2021.

Please join me in congratulating our colleagues on their outstanding accomplishments.

DISTINGUISHED SERVICE AWARD

Derrick D. Driscoll, *Office of the Director*
Donald P. O'Hearn, *Witness Security Division*
Marcus R. Walker (Ret.), *Witness Security Division*
Martin J. Pane, *Middle District of Pennsylvania*
Thomas K. Lanier, *Investigative Operations Division*
Carlos I. Pando, *Western District of Texas*

MERITORIOUS SERVICE AWARD

Bryan M. Gillespy, *Investigative Operations Division*
Dianne M. Krieger Campbell, *Human Resources Division*
Cheryl J. Jacobs, *Office of the Director*
Arlene D. Carlson, *Justice Prisoner and Alien Transportation System*
Matthew S. Davis, *Western District of Virginia*
Michael J. Rose, *Judicial Security Division*

ADMINISTRATIVE EMPLOYEE of the YEAR AWARD

Jill C. Polk, *Financial Services Division*

OPERATIONAL EMPLOYEE of the YEAR AWARD

Bryan M. Gillespy, *Investigative Operations Division*

EXEMPLARY CONTRACTOR SUPPORT AWARD

Sophie Wu, *Management Services Division*

NEW EMPLOYEE of the YEAR AWARD

Robert M. Hankins, *Justice Prisoner and Alien Transportation System*

Erin Colleen Leddy, *Prisoner Operations Division*

SPECIAL ACHIEVEMENT AWARD

Andrew C. Smith, *Tactical Operations Division*

Mary Ellen Kline, *Financial Services Division*

Information Technology Division

Full Performance Level-13 Leadership Group:

- Donald P. O'Hearn, *Witness Security Division*
- Dianne M. Krieger Campbell, *Human Resources Division*
- John M. Svinos, *District of New Jersey*
- Lisa M. Dickinson, *Office of General Counsel*

EQUAL EMPLOYMENT OPPORTUNITY AWARD

The Equal Employment Opportunity Team, *Southern District of New York*

HARRY BELLUOMINI COURT SECURITY OFFICER AWARD

Paul V. Sacca and Garry B. Johnson, *District Court for the District of Columbia*

Robert Kaihe, *Eastern District of California*

CITIZEN OF THE YEAR AWARD

Isaac Simmons, *Eastern District of Missouri*

Dr. Lauren Giebel, *Tactical Operations Division*

LAW ENFORCEMENT OFFICER OF THE YEAR AWARD

Jonas Motter, *Eastern District of California*

Russell A. Heisner, *Northern District of Illinois*

DISTINGUISHED GROUP AWARDS

ADMINISTRATIVE GROUPS

Full Performance Level-13 Team, *Human Resources Division*
Excepted Service Hiring Authority Implementation Team, *Human Resources Division*
Law Enforcement Merit Promotion Branch, *Human Resources Division*
International Standards Business Aviation Team, *Justice Prisoner and Alien Transportation System*
IT Investments Team, *Information Technology Division*
Financial Systems Efficiency Team, *Financial Services Division*

OPERATIONAL GROUPS

El Chapo Team, *Investigative Operations Division*
Operation Relentless Pursuit Team, *Investigative Operations Division*
Organized Crime and Gang Branch and Global Assistance Team, *Investigative Operations Division*
Mexico Foreign Field Office, *Investigative Operations Division*
Detention Management and Facility Inspectors Team, *Western District of Texas*

TASK FORCE GROUPS - Districts

Operation Take Back, *Eastern District of California*
Joint Fugitive Task Force, *Eastern District of Texas*
Operation Triple Beam – Wichita, *District of Kansas*
Violent Crimes Task Force, *Eastern District of Oklahoma*
North Texas Fugitive Task Force, *Northern District of Texas*
Metro Fugitive Task Force, *Eastern District of Missouri*

TASK FORCE GROUPS – Divisions

Shawn Christy Task Force, *Investigative Operations Division (IOD)*
Capital Area Regional Fugitive Task Force, *IOD and Western District of Virginia*
Great Lakes Regional Fugitive Task Force (GLRFTF), *IOD and Eastern District of Wisconsin*
Orange County Sheriff's Office and Florida/Caribbean Regional Fugitive Task Force, *IOD*
Central Kentucky Task Force, Southeast Regional Fugitive Task Force and GLRFTF, *IOD and Eastern District of Kentucky*
Southeast Regional Fugitive Task Force and Middle District of Tennessee, *IOD*

DISTINGUISHED DISTRICT AWARDS

LARGE DISTRICT OF THE YEAR

District Court for the District of Columbia

MEDIUM DISTRICT OF THE YEAR

Eastern District of Washington

SMALL DISTRICT OF THE YEAR

District of Alaska