



United States Marshals Service

Chapter 373

fma.usmarshals@gmail.com

August 24, 2020

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

SUBJECT: Gender Pay Equity at the U.S. Marshals Service (USMS)

Dear Director Washington:

The Federal Managers Association (FMA),¹ the oldest and largest organization representing the interests of the 200,000 managers, supervisors, and executives serving in today's federal government, aims to promote excellence in public service. The USMS and its FMA chapter are fortunate to enjoy a 20-year *Consultation Agreement*.

The FMA has, for years, encouraged your predecessors to advance the principle of equal pay for equal work at the USMS.² More than the fact the law requires it,³ we fundamentally believe that our colleagues have the right to earn comparable pay in substantially equivalent positions, whether assigned to a district or a headquarters division office within the Agency. Here, we (again) speak up with the hope that something will be done to expand pay equity at the USMS.

We acknowledge some progress has been made over the last year with the full performance level (FPL) initiative. At the FPL's onset, the FMA vigorously opposed what was originally designed as unfair promotions to a select group of Criminal Investigators within the Investigative Operations Division.⁴ After voicing our concerns the Agency changed course. FPL, however, has seemingly benefited a majority of the operational workforce in what is a male-dominated profession.⁵ Still, gender pay equity continues to lag behind for women and men in two key

¹ www.fedmanagers.org

² FMA letter to David L. Harlow, Acting Director, Subject: Merit promotion in the U.S. Marshals Service (USMS), March 24, 2017; FMA letter to David L. Harlow, Acting Director, Subject: Merit promotion in the U.S. Marshals Service (USMS) – Part 2, April 11, 2017; and FMA letter to David J. Anderson, Acting Deputy Director, Subject: Staffing at the U.S. Marshals Service (USMS), February 26, 2018. Copies available upon request.

³ 5 U.S.C. §§ 2301(b)(3), 5301(1), 5341(1)

⁴ <https://www.govexec.com/management/2019/02/us-marshals-complain-system-unfairly-denies-them-promotion/154811/>, February 12, 2019

⁵ A USMS Diversity Plan Workforce Analysis reflects historically 75% of the *total workforce* are men.

district positions, respectively: Administrative Officer and Detention Enforcement Officer (DEO). Since our previous calls for reform went unheeded, we now ask for your support to timely correct these two rather obvious defects at the USMS.

Administrative Officer

Government should work hard to lead gender pay equity by investing in its workforce. We look forward to reading about the Agency's success in this area in the USMS FY 2021 Annual Report.⁶

Two-thirds of the employees assigned to Administrative Officer positions (GS-0341-13) in our district offices are women. The percentage increases to 77% in the 36 largest districts⁷ where we continue to recommend the incumbent and eligible employees be elevated based on the complexities and volume of the workload, offering a more robust career ladder, consistent with all General Schedule (GS) job descriptions. The colleagues of these administrative employees performing in the same roles, but instead assigned to a USMS headquarters division (*e.g.*, Chief of Administration, Office of Professional Responsibility) and other DOJ components in the same cities, are classified as GS-14s and GS-15s. So too should these valued employees in the USMS responsible for the comparable complex and high-volume administrative work within the 36 largest districts. We support doing so using the recent accretion of duties methodology for Criminal Investigators, Assistant Chief Deputy U.S. Marshals, and Chief Deputy U.S. Marshals.

In October 2019, or ten months ago, the U.S. Marshals Advisory Council (USMAC) 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.”

In early May 2020, or three months ago, the Agency announced specific to the Judicial Security Inspector (JSI)—the majority in the USMS who are men:⁸

“HRD has received a Staffing Decision Document from the Judicial Security Division requesting that JSIs be upgraded to a GS-14; however, this request is not part of the FPL-13 initiative. This request will need to be reviewed and position responsibilities will need to be analyzed to determine the appropriate position classification/grade. A timeline has not yet been established for this effort.”

⁶ We note the implementation of full performance level grade 13 for the USMS Criminal Investigator and upgrades to the Supervisory Deputy U.S. Marshal to grade 14 were included in the USMS FY 2019 Annual Report (page 10 at <https://www.usmarshals.gov/foia/annual-report-2019.pdf>). We expect the upgrades to each of the Assistant Chief Deputy U.S. Marshal and Chief Deputy U.S. Marshal to grade 15 to publish in the USMS FY 2020 Annual Report to be released later this calendar year.

⁷ Districts where an Assistant Chief Deputy U.S. Marshal(s) is assigned, further defined at Appendix A.

⁸ A USMS Diversity Plan Workforce Analysis reflects historically nearly 90% of the *operational workforce* are men.

While not part of the FPL initiative, we understand the JSI study may have received more recent and accelerated consideration. If true, this raises questions how the JSI study would be prioritized over the Administrative Officer study, when the latter was announced by the Agency through the USMAC seven months earlier and the FMA requested it in early 2017.

Detention Enforcement Officer

A USMS DEO is classified at its full performance level as a GL-1802-07 (entry level is a GL-1802-05). It is an operational position predominantly filled by men,⁹ although last year we shared with the Human Resources Division an interest in developing a unique initiative to actively recruit female candidates. It is also among the lowest paid operational employees in any district office, raising questions how the salaries offer the incumbents meaningful socioeconomic opportunities in our country's highest cost of living cities such as Chicago, New York, Houston, Miami, San Diego, etc., where the positions are more often assigned in greater numbers. In fact, the position is classified two grades below the full performance level of a district administrative Investigative Analyst (GS-1805-09) who fulfills the important responsibility of administering a defendant's documentation from criminal charge through case adjudication. A portion of the DEO's duties also includes the critical role of initiating the collection and entry of data when processing each defendant at the initial appearance stage of a criminal proceeding and at each subsequent appearance before the Court. Moreover, a DEO most often works alongside Deputy U.S. Marshals—both GL-0082s and GS-1811s—at the GL-07, -09, and/or GS-11, -12, -13, and -14 levels who in large districts perform near identical functions when assigned to the USMS cellblock. In fact, earlier this year the Agency expanded the DEO job responsibilities beyond the cellblock, without changing the DEO's grade.¹⁰

Before Associate Director for Operations Nelson Hackmaster retired earlier this year, he supported reinstatement of the USMS Lead DEO, GL-1802-08, under Position Description No. 98123.¹¹ Criteria requires “leading at least three Detention Enforcement Officers in the performance of duties.” Yet, once Mr. Hackmaster retired this initiative has seemingly been abandoned.

Like the GS-09 grade of the Investigative Analyst—a position most often filled by women¹²—the FMA supports reinstatement of the Supervisory DEO, GL-1802-09,¹³ using the same criteria as the Lead DEO (*i.e.*, supervises three or more DEOs). The career path would then be similar to that of a Deputy U.S. Marshal, who generally enters public service as a GL-0082-05, promotes to a -07, followed by the full performance as a -09.

Our experience in management positions in both districts and divisions has provided us exposure to meaningful differences in how positions are classified at the USMS. For example, when assigned to a headquarters division, the Human Resources Division seemingly engages

⁹ *Id.*

¹⁰ Memorandum to United States Marshals Service Employees, Subject: Revisions to Detention Enforcement Officer Position Description, May 7, 2020, at Exhibit 1

¹¹ Position Description, at Exhibit 2

¹² A USMS Diversity Plan Workforce Analysis reflects historically 66% of the *administrative workforce* are women.

¹³ Position Description, at Exhibit 3

more actively with division management where a position will be hosted. In fact, they have asked—in advance—at what grade a division seeks to have a position classified, followed by the division manager participating in the position description development, often inclusive of substantially authoring it. Few opportunities similarly exist for district positions.

The Staffing Decision Document by the Judicial Security Division on behalf of JSIs is forward thinking. Based on the October 2019 information from the USMAC, we assume one is in place for the Administrative Officer position. If necessary, one should be timely developed by the Prisoner Operations Division for DEOs, yet it may be unnecessary since the initiative was supported by the former Associate Director for Operations and previously raised at the executive level.

We acknowledge you cannot be held to account for those who preceded you and their unwillingness to timely act. Instead, our immediate focus and call to action should be to be bold, lead from the front, and achieve pay equity for the Administrative Officers in the 36 largest districts as a GS-0341-14, and reinstate the Supervisory DEO as a GL-1802-09. Fewer districts (estimated to be less than ten) will currently be eligible for the latter position.

The FMA offers its assistance in helping advance comprehensive pay reform at the USMS. If gender pay equity can be accomplished in the private sector,¹⁴ together we can certainly make it happen at the USMS. How can we go wrong with doing what is right? What's more, **this plan—as proposed—will have no financial impact on the Agency's appropriations**, making wise use of taxpayer dollars. We are up to the challenge of sharing ideas and solutions¹⁵ and hope you will ask your executive assistant to reach out soon to schedule a meeting with us.

Sincerely,

Dave Barnes

Dave Barnes
President

Jason R. Wojdylo

Jason R. Wojdylo
Vice-President for
Law Enforcement Operations
Federal.Managers.Assoc@usdoj.gov
Telephone: (210) 669-4613

¹⁴ *Equal Pay for Equal Work*, Lululemon, at Exhibit 4

¹⁵ United States Marshals Service Strategic Plan: 2020-2024, Objective 1.1.3: We will take steps to ensure that our workforce is representative of the community we serve by aggressively recruiting a qualified and diverse workforce. Additionally, we will provide training for our current personnel that emphasizes the benefits of diversity in problem-solving and demonstrates the value of each employee **and the importance of empowering everyone to share ideas and solutions that may have otherwise been held back**. (pages 2 and 3 at https://www.usmarshals.gov/foia/strategic_plan-2020.pdf)

cc: Ivanka Trump
Advisor to the President
The White House

Monty Wilkinson
Deputy Assistant Attorney General for Human Resources/Chief Human Capital Officer
U.S. Department of Justice

Derrick Driscoll
Deputy Director
U.S. Marshals Service

John Kilgallon
Chief of Staff
Office of the Director
U.S. Marshals Service

The Honorable C. Martin Keely
Chairperson
U.S. Marshals Advisory Council
U.S. Marshals Service

Laurel Mills
Chief Inspector
Office of the Ombuds
U.S. Marshals Service

J. Scott Wilson
Acting Chief of District Affairs
Office of the Director
U.S. Marshals Service

Appendix A

36 Largest U.S. Marshals Service District Offices (Headquarters City)

1. District of Arizona (Phoenix)
2. Central District of California (Los Angeles)
3. Eastern District of California (Sacramento)
4. Northern District of California (San Francisco)
5. Southern District of California (San Diego)
6. District of Colorado (Denver)
7. District of Columbia (Washington, D.C.)
8. District of Columbia Superior Court (Washington, D.C.)
9. Middle District of Florida (Tampa)
10. Northern District of Florida (Tallahassee)
11. Southern District of Florida (Miami)
12. Northern District of Georgia (Atlanta)
13. Northern District of Illinois (Chicago)
14. District of Maryland (Baltimore)
15. District of Massachusetts (Boston)
16. Eastern District of Michigan (Detroit)
17. District of Minnesota (Minneapolis)
18. Eastern District of Missouri (St. Louis)
19. District of New Jersey (Newark)
20. District of New Mexico (Albuquerque)
21. District of Nevada (Las Vegas)
22. Eastern District of New York (Brooklyn)
23. Southern District of New York (Manhattan)
24. Northern District of Ohio (Cleveland)
25. Southern District of Ohio (Columbus)
26. District of Oregon (Portland)
27. Eastern District of Pennsylvania (Philadelphia)
28. Middle District of Pennsylvania (Scranton)
29. District of Puerto Rico (Hato Rey)
30. District of South Carolina (Columbia)
31. Eastern District of Texas (Tyler)
32. Northern District of Texas (Dallas)
33. Southern District of Texas (Houston)
34. Western District of Texas (San Antonio)
35. Eastern District of Virginia (Alexandria)
36. Eastern District of Washington (Seattle)

Exhibit 1



U.S. Department of Justice

United States Marshals Service

Human Resources Division

Washington, DC 20530-0001

May 7, 2020

MEMORANDUM TO: United States Marshals Service Employees

FROM: Dianne Campbell
Assistant Director

A handwritten signature in black ink, appearing to be "D Campbell", is written over the name and title of the sender.

SUBJECT: Revisions to Detention Enforcement Officer Position Description

The United States Marshals Service (USMS) Human Resources Division (HRD), in conjunction with Agency subject matter experts, has reviewed and revised the Detention Enforcement Officer (DEO) position description (PD), which had not been reviewed since 2011. While the grade for the position did not change, new duties have been added to help address prisoner operations related workload within our district offices.

The updated DEO PD, which is attached to this memorandum, includes the ability to serve in the courtroom solely to perform prisoner handling duties under the guidance of a Deputy United States Marshal (DUSM). The updated DEO PD maintains the distinct role of DEOs from a DUSM, and districts will need to adhere to the limited duties of the DEO to ensure clear alignment of responsibilities while in the courtroom. USMS Policy Directive 10.2, [Court Security](#), defines the DEO's courtroom duties.

Historically, the USMS has trained new DEOs through a 4-week basic training program at the Federal Law Enforcement Training Center. The program, called the Enforcement Officer Training Program (EOTP), has been reinstituted by the Training Division (TD) in preparation for the DEOs hired through public announcements since late 2018. The modifications to DEO duties will alter the course material covered in future EOTP courses. Additionally, TD has designed course material which will address job-related topics through a blended learning approach leveraging LearnUSMS. The specific training requirements for new DEOs is attached to this memorandum for reference. DEOs must complete this training before being assigned the new duties.

For questions related to revisions to the DEO PD, please contact Chief Tammy [REDACTED], HRD, at [REDACTED]@usdoj.gov or 703-[REDACTED]. For questions related to EOTP requirements, please contact Chief Inspector John [REDACTED], TD, at [REDACTED]@usdoj.gov or 912-[REDACTED].

Attachments

STANDARDIZED POSITION DESCRIPTION

**U.S. Department of Justice
U.S. Marshals Service
District Office
Detention Enforcement Officer, GL-1802-07**

I. INTRODUCTION:

The incumbent of this position serves as a Detention Enforcement Officer (DEO) located in a United States Marshals Service (USMS) District Office. There are 94 United States Marshals Service District offices located throughout the United States, Guam, Puerto Rico, and the Virgin Islands.

The USMS, a law enforcement agency of the Federal government, is primarily responsible for supporting the Federal Judiciary in activities which involve litigation and the protection of the integrity of the judicial process. The USMS is responsible for ensuring the safety of the Federal Judiciary and other court officers; maintaining order during court proceedings; maintaining the security of deliberating and sequestered juries; investigating violations of Federal law; apprehending Federal, State, and international fugitives; maintaining the security of key witnesses and their families; guarding and transporting federal prisoners; operating the Asset Forfeiture program; serving and executing civil and criminal process; and responding to emergency situations such as civil disturbances, terrorist incidents, hostage situations, and natural disasters where there is a violation of Federal law or Federal property is endangered. The USMS is also responsible for the extradition of fugitives apprehended in foreign countries and wanted for prosecution in the United States.

The primary purpose of this position is to serve as a Detention Enforcement Officer. The incumbent provides technical support to the agency's law enforcement program and staff by ensuring that prisoners/detainees are properly maintained, processed, secured, and safeguarded, and that all activities governing the processing and holding of prisoners/detainees are in full compliance with prescribed law, agency policies and techniques. The assigned duties are moderately complex and requires the incumbent to independently perform tasks such as transporting prisoners between U.S. Federal Courthouses, Bureau of Prisons, state/local institutions, medical facilities, and air lift sites; removing restraints (i.e. leg irons, handcuffs, etc); cellblock operations, escorting prisoners during court proceedings, and completing requirements associated with prisoner processing in the assigned USMS District office.

II. MAJOR DUTIES AND RESPONSIBILITIES:

All Duties:

100%

a. Cellblock Operations

The incumbent has the primary responsibility to ensure that order and discipline, security, and safeguarding of prisoners/detainees are in accordance with established rules, regulations, directives, policies and procedures. Conducts surveillance of the prisoners/detainees while in the

cellblock via closed circuit television monitors and/or direct observation. Controls access to cellblock area. Distributes food to prisoners/detainees. Requests appropriate medical assistance in case of medical emergencies. Applies and/or removes restraints, to include handcuffs and leg irons, etc. in accordance with policy.

b. Receipt and Processing Prisoners/Detainees

The incumbent will receives prisoners/detainees from Federal, State and local law enforcement officers. The incumbent conducts searches of the prisoners/detainees to ensure that they are not carrying prohibited items. Develops a professional rapport with the prisoner/detainee, using tact and diplomacy to gather biographical and personal history information, enters prisoner/detainee information into agency automated systems. Continuously updates agency automated systems as prisoners/detainees advances through the federal judicial process. Ensure prisoners/detainees are photographed and fingerprinted; and personal property inventoried. Applies and/or removes restraints, to include handcuffs and leg irons, in accordance with policy. Prepares documents relating to the transportation, safeguarding, and detention of prisoners/detainees.

c. Prisoner Transportation

The incumbent prepares the documentation required to transport and detain prisoners. Ensures prisoners/detainees are properly restrained (i.e. handcuffs, leg irons, etc.) during transport in accordance with policy. The incumbent operates cars, vans, or buses as required in connection with safely transporting prisoners/detainees between US Federal Courthouses, Bureau of Prisons, state/local institutions, medical facilities, and air lift sites in accordance with established procedures and policies.

d. Escorting Prisoners in the Courtroom

The incumbent escorts prisoners in the courtroom and maintains prisoner custody and safety during court proceedings. The incumbent ensures appropriate restraints are applied, to include handcuffs and leg irons, in accordance with established policies. Maintains positive control of prisoners as an escort from the cellblock to the courtroom, during court proceedings, and returns prisoners to the cellblock upon completion of court proceedings. Courtroom work is performed under the direction of a Deputy U.S. Marshal.

Performs other duties as assigned.

NATURE OF ASSIGNMENT:

The incumbent serves as a Detention Enforcement Officer in a United States Marshals Service District office. The incumbent independently performs tasks of moderate difficulty associated with cellblock operations, prisoner transport and prisoner escort. The incumbent requests assistance from a supervisor when performing duties with a higher level of difficulty or complexity.

The work requires knowledge of prescribed procedures, established techniques, directly applicable guidelines, and pertinent characteristics of regulated items or activities. The incumbent must have the ability to interpret written guidance and instructions to include USMS nationwide, and local district policies and procedures, rules, regulations, and instructions as it pertains to court orders; separations; medical situations, etc. The incumbent must be proficient in the application of detention enforcement skills sufficient to ensure that order, discipline, security, and safeguarding of prisoners/detainees are in accordance with established rules, regulations, directives, and policies and procedures. The incumbent must have knowledge of "less than lethal" methods, sufficient to ensure the order and discipline, security, and safeguarding of prisoners/detainees in accordance with established rules, regulations, directives, policies and procedures. Must have skill in the use of firearms, including handguns and shotguns and must stay current in accordance with established directives, policies and procedures. The incumbent must have the ability to effectively communicate orally, in order to show understanding, courtesy, tact and politeness to others in dealing with the U.S. Courts, other external law enforcement agencies and the public. The incumbent must have the ability to make correct inferences or draw accurate conclusions to behavioral situations in the cellblock, courtroom and during transportation. Must have detailed knowledge of physical layout of USMS detention facility to execute security and safety procedures in the event of emergencies (i.e. escapes, riots, fires, evacuations, etc.)

The work requires considerable physical exertion along with periods of sitting, standing and walking. The incumbent must have physical strength required to maintain and/or restore order, if necessary, in the cellblock or while transporting prisoners/detainees, apply and remove restraints (i.e. leg irons, handcuffs, etc.), and direct prisoners/detainees to waiting transportation. The incumbent must be able to protect themselves and others from physical attacks at any time and without warning. The work involves exposure to people with contagious diseases such as tuberculosis, hepatitis, HIV/AIDS, or H1N1. The work also has possible involvement in physical altercations or the use of non-lethal weapons while ensuring the safety and security of prisoners/detainees in the cellblock, courtroom or during transport.

LEVEL OF RESPONSIBILITY:

The supervisor assigns daily duties, defines objectives, priorities and deadlines, and provides oversight of cellblock operations. The incumbent independently performs recurring assignments and duties of moderate difficulty, with minimal supervision on all but the most difficult assignments. The incumbent uses personal initiative in carrying out assignments independently according to procedures, referring only the more complex and sensitive problems to the supervisor. The supervisor provides additional instructions for new or unusual duties or issues. The supervisor provides assistance and oversight on those assignments that are exceptionally difficult and/or require courtroom presence. Work is reviewed while in process, and upon completion, for appropriateness, effectiveness, and conformance with established practices, policies, procedures and requirements.

Guidelines include established Federal law, USMS policies, precedents, and guidelines within standard law enforcement procedures and practices. The incumbent must use judgment to understand, interpret, and correctly apply written guidance to include rules, regulations, and instructions as it pertains to court orders; separations; medical situations, etc.

Contacts are with employees of the US Courts, other external law enforcement agencies and the public. Incumbent is sensitive to cultural diversity, race, gender, disabilities, and other individual differences in dealing with prisoner/detainee families.

Daily contacts are with prisoners/detainees who are considered extremely dangerous and are charged or convicted of highly violent crimes such as terrorism, murder, rape, violation of drug laws, bank robbery, kidnapping, etc. The purpose of contacts is to ensure cellblock operations and maintain safe, positive control of prisoners/detainees during transport and courtroom escort.

SPECIAL REQUIREMENTS:

The incumbent must possess a valid motor vehicle operator license.

The incumbent must obtain a commercial driver's license within a year of employment.

The incumbent must be proficient in the use of non-lethal weapons and multiple firearms (including shotguns and handguns) and must carry a handgun.

CLASSIFICATION STANDARD(S) USED:

- a) Position Classification Flysheet for Compliance, Inspection and Support Series, GS-1802, TS-45 October 1980.
- b) Position Classification Standard for Correctional Officer Series, GS-0007, TS-4 April 1971.

Summary Evaluation:

Nature of Assignments: GS-7 level

Level of Responsibility: GS-7 level

USMS Detention Enforcement Officer

Blended Learning for Courtroom Operations Online Training and On-The-Job-Training Task List

All previously certified Detention Enforcement Officers (DEO) must complete the LearnUSMS *Detention Enforcement Officers Court Operations* training then must be observed by a Deputy United States Marshal (DUSM) in performing the below tasks as part of On-The-Job-Training (OJT) associated with the inclusion of Courtroom Operations in their revised position description. OJT tasks should not be performed until the DEO has completed the requisite computer-based training associated with DEO Courtroom Operations on LearnUSMS and until they have physically observed the tasks listed in a non-operational role.

Each DEO should be required to observe all items on the attached task list at least twice before progressing to executing the tasks themselves. Task completion should be performed in conjunction with the assigned DUSM who is observing the DEO and the DEO's assigned partner for each event, with the following requirement: The DUSM assigned to observe the DEO should be strictly dedicated to observing the DEO's performance on each item, and should not be utilized as the DEO's partner for the assigned task, as that could divert the observing DUSM's attention from the DEO to the operational matters at hand, causing a potential safety issue.

After the DEO's initial observation of each item has been completed, the DEO will then be observed performing courtroom operations-based duties with a DUSM partner for a minimum of 8 hours in each specified area by another DUSM. DEOs should be oriented to and observed by this DUSM in conducting the following items:

- Prisoner Handling During Escort
- Courtroom Procedures
- Courtroom Security Measures
- Officer Demeanor during Courtroom Operations

The checklist below should be utilized to log each DEO's completion of mandatory computer-based training, physical observation of each assigned courtroom operations task, and completion of 8 hours of DUSM-observed courtroom operations for all specified tasks. Once these benchmarks have been completed, the checklist should be acknowledged and signed by the DEO, the assigned observing DUSM, and the district's Chief Deputy. The completion of these items will be documented through LearnUSMS as an assigned task, similar to the FIT assessment or weapons qualifications approval process.

Detention Enforcement Officer

Courtroom Operations Training Checklist

LearnUSMS Computer-Based Training to be completed first

DEO observation _____ of: _____
DEO Name Observed DUSM Name

- **Prisoner Handling During Escort, to include:**

- Appropriate Prisoner Searches date completed / /20 .
- Appropriate Prisoner Restraints date completed / /20 .
- Appropriate Prisoner Escort date completed / /20 .
- Appropriate Prisoner Movement date completed / /20 .

- **Courtroom Procedures:**

- Placement of prisoner date completed / /20 .
- Positioning of officers date completed / /20 .

- **Courtroom Security Measures: (may be verbally briefed, as applicable)**

- Courtroom security sweep date completed / /20 .
- District SOP for courtroom disruption date completed / /20 .
- District SOP for emergency action date completed / /20 .
- Prisoner Visitation policy date completed / /20 .

- **Officer Demeanor:**

- Professional Appearance date completed / /20 .
- Professional Conduct (Attentive, focus on security, appropriate courtroom etiquette, etc) date completed / /20 .

DUSM _____ Observation of DEO _____ :

- **Prisoner Handling During Escort, to include:**

- Appropriate Prisoner Searches date completed / /20 .
- Appropriate Prisoner Restraints date completed / /20 .
- Appropriate Prisoner Escort date completed / /20 .
- Appropriate Prisoner Movement date completed / /20 .

- **Courtroom Procedures:**

- Placement of prisoner date completed / /20 .
- Positioning of officers date completed / /20 .

- **Courtroom Security Measures: (may be verbally briefed, as applicable)**

- Courtroom security sweep date completed / /20 .
- District SOP for courtroom disruption date completed / /20 .
- District SOP for emergency action date completed / /20 .
- Prisoner Visitation policy date completed / /20 .

- **Officer Demeanor:**

- Professional Appearance date completed / /20 .
- Professional Conduct (Attentive, focus on security, appropriate courtroom etiquette, etc) date completed / /20 .

Detention Enforcement Officer

Courtroom Operations Training Checklist Second Review

LearnUSMS Computer-Based Training to be completed first

DEO _____ **observation of:** _____
DEO Name **Observed DUSM Name**

- **Prisoner Handling During Escort, to include:**
 - Appropriate Prisoner Searches date completed _____ / _____ /20 _____.
 - Appropriate Prisoner Restraints date completed _____ / _____ /20 _____.
 - Appropriate Prisoner Escort date completed _____ / _____ /20 _____.
 - Appropriate Prisoner Movement date completed _____ / _____ /20 _____.
- **Courtroom Procedures:**
 - Placement of prisoner date completed _____ / _____ /20 _____.
 - Positioning of officers date completed _____ / _____ /20 _____.
- **Courtroom Security Measures: (may be verbally briefed, as applicable)**
 - Courtroom security sweep date completed _____ / _____ /20 _____.
 - District SOP for courtroom disruption date completed _____ / _____ /20 _____.
 - District SOP for emergency action date completed _____ / _____ /20 _____.
 - Prisoner Visitation policy date completed _____ / _____ /20 _____.
- **Officer Demeanor:**
 - Professional Appearance date completed _____ / _____ /20 _____.
 - Professional Conduct (Attentive, focus on security, appropriate courtroom etiquette, etc) date completed _____ / _____ /20 _____.

DUSM _____ **Observation of DEO** _____ :

- **Prisoner Handling During Escort, to include:**
 - Appropriate Prisoner Searches date completed _____ / _____ /20 _____.
 - Appropriate Prisoner Restraints date completed _____ / _____ /20 _____.
 - Appropriate Prisoner Escort date completed _____ / _____ /20 _____.
 - Appropriate Prisoner Movement date completed _____ / _____ /20 _____.
- **Courtroom Procedures:**
 - Placement of prisoner date completed _____ / _____ /20 _____.
 - Positioning of officers date completed _____ / _____ /20 _____.
- **Courtroom Security Measures: (may be verbally briefed, as applicable)**
 - Courtroom security sweep date completed _____ / _____ /20 _____.
 - District SOP for courtroom disruption date completed _____ / _____ /20 _____.
 - District SOP for emergency action date completed _____ / _____ /20 _____.
 - Prisoner Visitation policy date completed _____ / _____ /20 _____.
- **Officer Demeanor:**
 - Professional Appearance date completed _____ / _____ /20 _____.
 - Professional Conduct (Attentive, focus on security, appropriate courtroom etiquette, etc) date completed _____ / _____ /20 _____.

Exhibit 2

POSITION DESCRIPTION (Please Read Instructions on the Back)

1. Agency Position No.

98123

2. OPM Certification No.

3. Reason for Submission

☐ Reassignment ☒ New
☐ Reestablishment ☐ Other

Explain (Show any positions replaced)

3. Service

☐ Mgmt. ☒ Field

4. Employing Office Location

ARLINGTON, VA

5. Duty Station

USMS DISTRICTS

7. Fair Labor Standards Act

☐ Exempt ☒ Nonexempt

8. Financial Statements Required

☐ Executive Personnel Financial Statements ☐ Employment and Financial Interest

9. Subject to IA Action

☒ Yes ☐ No

10. Position Status

☒ Competitive
☐ Excepted (Specify in Remarks)
SES (Gen.) ☐ SES (CR)

11. Position is:

☐ Supervisory
☐ Managerial
☒ Worker

12. Sensitivity

1-Non-Sensitive ☐ 3-Critical Sensitive ☐
2-Moderate Sensitive ☐ 4-Special Sensitive ☐

13. Competitive Level Code

14. Agency Use

15. Classified/Graded by

Officer Title of Position

Pay Plan

Occupational Code

Grade

Initials

Date

a. U.S. Office of Personnel Management

b. Department, Agency or Establishment

c. Second Level Review

LEAD DETENTION ENFORCEMENT OFFICER

GS

1802

08

12 June 1998

d. First Level Review

e. Recommended by Supervisor or Initiating Office

16. Organizational Title of Position (if different from official title)

17. Name of Employee (if vacant, specify)

18. Department, Agency, or Establishment

DEPARTMENT OF JUSTICE

a. First Subdivision

UNITED STATES MARSHALS SERVICE

b. Second Subdivision

USMS DISTRICTS

c. Third Subdivision

d. Fourth Subdivision

e. Fifth Subdivision

Signature of Employee (optional)

19. Employee Review—This is an accurate description of the major duties and responsibilities of my position.

Supervisory Certification. I certify that this is an accurate statement of major duties and responsibilities of this position and its organizational relationships, and that the position is necessary to carry out Government functions for which I am responsible. This certification is made with the

knowledge that this information is to be used for statutory purposes relating to appointment and payment of public funds, and that false or misleading statements may constitute violations of such statutes or their implementing regulations.

a. Typed Name and Title of Immediate Supervisor

b. Typed Name and Title of Higher-Level Supervisor or Manager (optional)

Todd [redacted] United States Marshal

Signature

Date

Signature

Date

21. Classification/Job Grading Certification. I certify that this position has been classified/graded as required by Title 5, U.S. Code, in conformance with standards published by the U.S. Office of Personnel Management or, if no published standards apply directly, consistently with the most applicable published standards.

22. Position Classification Standards Used in Classifying/Grading Position

Typed Name and Title of Official Taking Action

SHARYN [redacted]

POSITION CLASSIFICATION SPECIALIST

Signature

Date

Information for Employees. The standards, and information on their application, are available in the personnel office. The classification of the position may be reviewed and corrected by the agency or the U.S. Office of Personnel Management. Information on classification/job grading appeals, and complaints on exemption from FLSA, is available from the personnel office or the U.S. Office of Personnel Management.

23. Position Review

Initials

Date

Initials

Date

Initials

Date

Initials

Date

Initials

Date

a. Employee (optional)

d. Supervisor

c. Classifier

24. Remarks

FPL: GS-1802-08

LEAD DETENTION ENFORCEMENT OFFICER
GS-1802-08

INTRODUCTION

This position is located in a United States Marshals Service (USMS) District office. The incumbent serves as a Lead Detention Enforcement Officer responsible for leading at least three Detention Enforcement Officers responsible for transporting prisoners; conducting searches of prisoners/detainees; applying and/or removing restraints (legirons and handcuffs); cellblock management; prisoner processing, etc.

SUPERVISORY CONTROLS

The incumbent works within the policies, precedents, and guidelines established and within standard law enforcement procedures and practices. The incumbent performs recurring assignments and duties with minimal instructions and guidance. The Supervisor provides instructions for new, unusual, or difficult assignments. Work is reviewed in progress and upon completion for effectiveness and conformance with established practices, procedures, and requirements.

MAJOR DUTIES

Serves as a Lead Detention Enforcement Officer responsible for leading at least three Detention Enforcement Officers in the performance of duties.

Distributes and balances the workload among the Detention Enforcement Officers; makes adjustments to day-to-day work in accordance with established priorities. Instructs Detention Enforcement Officers in specific tasks and job techniques. Checks work in progress or upon completion for compliance with instructions and procedures. Provides on-the-job training to new employees in accordance with established procedures and practices. Resolves informal complaints and refers other complaints to the supervisor. Provides input to the supervisor regarding performance, training needs, or disciplinary problems.

The incumbent is responsible for transporting prisoners/detainees by bus, car, van, etc. The incumbent conducts searches of the prisoners/detainees to ensure that they are not carrying prohibited property. The incumbent applies and/or removes restraints to include handcuffs and legirons.

The incumbent provides for the security and safeguarding of the prisoners/detainees in accordance with established rules, regulations, directives, and procedures. Maintains order and

discipline in the cellblock. Conducts surveillance of the prisoners/detainees while in the cellblock via closed circuit television monitors. Controls access to cellblock area. Distributes food to prisoners/detainees. Requests appropriate medical assistance in case of medical emergencies.

Prepares documentation required to transport and detain prisoners. Assists with the processing of prisoners. Interviews prisoner/detainees to obtain personal history; inventories personal property; etc.

The incumbent operates cars, vans, or busses, as required, in connection with transporting prisoners.

Performs other duties as assigned.

SPECIAL REQUIREMENTS:

- * A VALID DRIVER'S LICENSE IS REQUIRED
- * A VALID COMMERCIAL DRIVER'S LICENSE IS REQUIRED
- * THE INCUMBENT MUST BE PROFICIENT IN THE USE OF FIREARMS,
INCLUDING HANDGUNS AND SHOTGUNS

Exhibit 3

SUPERVISORY DETENTION ENFORCEMENT OFFICER

GS-1802-09

INTRODUCTION

This position is located in the Northern District of Illinois, United States Marshals Service (USMS). The incumbent serves as a Supervisory Detention Enforcement Officer responsible for overseeing District cellblock management, prisoner processing, transporting of prisoners/detainees, searching of prisoners/detainees, etc.

MAJOR DUTIES

Serves as a Supervisory Detention Enforcement Officer responsible for overseeing the transportation of prisoners and detainees from Federal and State institutions, police departments, etc., to District cellblock and back.

Ensures that prisoners/detainees are interviewed to obtain personal history; are searched to ensure that they do not have any concealed weapons, contraband, or other prohibited items; are photographed and fingerprinted; and that personal property is inventoried.

Ensures that order and discipline is maintained in the cellblock. The incumbent ensures the security and safeguarding of the prisoners/detainees in accordance with established rules, regulations, directives, and procedures. Ensures that order and discipline are maintained in the cellblock. Ensures that appropriate medical assistance is requested in case of medical emergencies.

Oversees the surveillance of prisoners/detainees in the cellblock via physical inspections and closed circuit television monitors.

The incumbent operates cars, vans, or busses, as required, in connection with transporting prisoners.

The incumbent plans work to be accomplished by subordinate Detention Enforcement Officers; establishes priorities; assigns work to subordinates and evaluates performance; provides advice, guidance, and counsel to subordinates; assists in interviewing candidates for Detention Enforcement Officer positions; recommends promotions; identifies developmental and training needs of subordinates and takes initiative to provide identified needs; effects minor disciplinary measures.

Performs other duties as assigned.

FACTOR 1 – PROGRAM SCOPE AND EFFECT

LEVEL 1-1

175 POINTS

The incumbent oversees the District prisoner/detainee transportation, security, processing; cellblock management, etc.

The work facilitates the work of the Northern District of Illinois.

FACTOR 2 – ORGANIZATIONAL SETTING

LEVEL 2-1

100 POINTS

The incumbent of this position reports to the supervisory Criminal Investigator, GS-1811-13, who reports to the Assistant Chief Deputy United States Marshal, GS-1811-14.

FACTOR 3 – SUPERVISORY AND MANAGERIAL AUTHORITY EXERCISED

LEVEL 3-2

450 POINTS

The incumbent plans work to be accomplished by subordinate Detention Enforcement Officers; establishes priorities; assigns work to subordinates and evaluates performance; provides advice, guidance, and counsel to subordinates; assists in interviewing candidates for Detention Enforcement Officer positions; recommends promotions; identifies developmental and training needs of subordinates and takes initiative to provide identified needs; effects minor disciplinary measures.

FACTOR 4 – PERSONAL CONTACTS AND PURPOSE OF CONTACTS

FACTOR 4A – NATURE OF CONTACTS

LEVEL 4A-2

50 POINTS

Personal contacts include personnel from the United States Marshals Service, other law enforcement personnel, Attorneys, public defenders bondsmen, Federal prisoners/detainees, etc.

FACTOR 4B – PURPOSE OF CONTACTS

LEVEL 4B-2

75 POINTS

Contacts are made to plan, coordinate, and advise on the detention, movement, or release or prisoners. Contacts with subordinates are to provide counseling, guidance, and advice.

FACTOR 5 – DIFFICULTY OF WORK DIRECTED

LEVEL 5-4

505 POINTS

The incumbent supervises GS-1802-7 Detention Enforcement Officers and Lead Detention Enforcement Officers, GS-1802-08.

FACTOR 6 – OTHER CONDITIONS

LEVEL 6-2

575 POINTS

TOTAL POINTS: 1930

SPECIAL REQUIREMENTS;

***A VALID COMMERCIAL DRIVER'S LICENSE IS REQUIRED**

***THE INCUMBENT MUST BE PROFICIENT IN THE USE OF FIREARMS,
INCLUDING HANDGUNS AND SHOTGUNS**

Exhibit 4



Equal Pay for Equal Work

OUR JOURNEY

At lululemon, we're proud to be an organization that lives and breathes our values. We believe that our people have the right to equal standards and stand for gender pay equity: equal pay for equal work. In 2018, we stood behind this commitment and, each year since then, achieved gender pay equity across every employee in our stores and support centres globally.

We're fortunate to have a number of powerful female leaders throughout the company, which helped us approach this work with the utmost intention. Through this, we succeeded in creating a global and sustainable set of programs and practices for our long-term future and growth.

Many complex factors were reviewed that influence gender pay equity, from location to experience to performance. After working with a third-party organization, our first step in 2018 was to invest in closing the gap—we're proud that over time, that investment has declined as our programs for diversity and inclusion have become stronger. Even so, re-evaluating gender pay equity has been built into our annual plans to ensure consistency year after year for all our people.

GENDER PAY EQUITY

100%

TOTAL EMPLOYEES

20,000+

FEMALE REPRESENTATION

78%

• OF EMPLOYEES ARE WOMEN

60%

• OF THE SENIOR LEADERSHIP TEAM ARE WOMEN

57%

• OF VPS AND ABOVE ARE WOMEN

50%

• OF THE BOARD OF DIRECTORS ARE WOMEN

GLOBAL REPRESENTATION

479

STORES

15

COUNTRIES

9

STORE SUPPORT CENTRES