



## HUMAN RESOURCES

### 3.1 Employment

#### DEPUTY DEVELOPMENT PROGRAM

- A. **Proponent:** Training Division, (912) 267-2505; Fax (912) 267-2882.
- B. **Purpose:** This policy directive sets forth policy and procedures for the U.S. Marshals Service (USMS) Three-Year and Accelerated Deputy Development Program. The program is intended to ensure that Deputy U.S. Marshals (DUSMs) experience the wide range of operational duties and receive developmental assignments required of a criminal investigator. New hires and individuals participating in the Criminal Investigator Conversion Program (CICP) must complete the requirements of this directive in order to participate in the three year GS-12 certification program
- C. **Authority:** The Director's authority to administer and supervise training of USMS personnel is contained in 28 USC 561.
- D. **Policy**
1. Newly hired GS-082 DUSMs must successfully complete a formal basic training program. The program is comprised of the Criminal Investigator Training Program (CITP) and the Basic Deputy U.S. Marshal class (BDUSM). Upon completion of the basic training program, the DUSM must complete the Deputy Development Three Year Track. All Deputy U. S. Marshals hired after August 2006 will remain in the GS-082 series and will adhere to that career path until such time as they are eligible for conversion, but no sooner than the conclusion of the Conversion Classes under the CICP.
  2. GS-082 DUSMs who participate in the *Criminal Investigator Conversion Program* outlined in USMS directive, Part I, must successfully complete a formal conversion training program comprised of the Criminal Investigator Training Program (CITP) and the Abbreviated Basic Deputy U.S. Marshal class (ABD). Upon completion of the training program and conversion to the Criminal Investigator Deputy U.S. Marshal (CIDUSM) position, the CIDUSM must complete the Deputy Development Program Accelerated Track.
  3. CIDUSMs who attained GS-1811 status through competitive merit promotion who participate in the *Criminal Investigator Conversion Program* outlined in USMS directive, Part II, must complete the Deputy Development Program Accelerated Track.
  4. Lateral transfer Criminal Investigators from other agencies must successfully complete the Basic Deputy U.S. Marshal class. Upon successful completion of the training class, the CIDUSM must complete the Deputy Development Program Accelerated Track.
  5. A Field Training Officer (FTO), assigned by district management, will provide oversight and evaluate the employees in this program.
- E. **Procedures**
1. **Administering the Program:** The appropriate development program begins when the GS-082 DUSM or CIDUSM returns to the district after successfully completing the basic Criminal Investigator Training Program and the appropriate agency specific follow on course, i.e., Abbreviated Basic Deputy or Basic Deputy U.S. Marshal.

2. **Training Standards:** Operational employees will complete the appropriate deputy development program:

- a. After successful completion of CITP and BDUSM classes, newly hired deputies, including FCIP candidates, are required to fulfill and successfully complete a three year deputy development program. Elements and time requirements of the three-year deputy development program other than Fugitive Investigations and Witness Security are to be completed within the first two years of employment. The Fugitive Investigations and Witness Security portions shall be completed during the last year of the developmental program. **(Revised 05-16-2008)**

**Three year development track:**

PROGRAM AREA	MINIMUM TIME
Fugitive Investigations	60 workdays
Prisoner Handling	20 workdays
Court Security	20 workdays
Execute Court Orders	20 workdays
Protective Assignments	20 workdays
Witness Security	20 workdays
Seized Assets	10 workdays

- b. All non-competitive conversion CIDUSMs, Criminal Investigators who attained GS-1811 status through competitive merit promotion, and laterals from other agencies, must complete the Deputy Development Accelerated Track within 12 months. Deputies must fulfill the minimum time requirement for each operational program area.

**One year accelerated development track:**

PROGRAM AREA	MINIMUM TIME
Fugitive Investigations	35 workdays
Prisoner Handling	12 workdays
Court Security	12 workdays
Execute Court Orders	12 workdays
Protective Assignments	10 workdays
Witness Security	5 workdays
Seized Assets	5 workdays

3. **Completion of Developmental Assignments:** Districts must establish the developmental plan within 30 days of completion of formal training. The criteria listed in 2. a. will be used by district managers in the developmental timeline of the employees' Individual Development Plan for FCIP Candidates. At that time an assessment must be made as to the feasibility of accomplishing these developmental assignments within district. If it is determined that the district will need to seek external assignments to meet program requirements, then those assignments need to be sought early in the development period through such resources as Special Assignments, assignments to nearby districts or assignments to field offices of Headquarter Divisions. This will ensure that assignments will be completed within the required timeframe. **(Revised 05-16-2008)**

4. **Interruption of Assignments:** District management must ensure that a GS-082 DUSM or CIDUSM completes assignments in each area on consecutive days unless it is necessary to interrupt assignments in order to meet operational needs. In that case, district management must ensure that the employee is returned to the interrupted assignment, or a similar one, as soon as possible.

5. **Assignments to Core Areas:** Operational employees participating in this program must be

assigned to all areas during the field training program in order to experience a range of duties.

6. **Field Training Program:** Deputies in the Three-Year or Accelerated Deputy Development Program are monitored by Field Training Officers (FTOs) as part of the Deputy Development Program. The program provides training, oversight and evaluation of newly assigned deputies while allowing them to develop their abilities to apply learned skills and techniques to real situations.
7. **Selection and Supervision of Field Training Officers:** District management appoints FTOs, who are supervised by an operational district manager or supervisor. Selection factors include a deputy's experience, skill level and behavior. The FTO should have at least five years experience and have completed at least one Advanced Deputy Training Program. FTO responsibilities should be rotated among senior deputies and may be based upon their specific areas of expertise. One FTO at a time will be assigned to real situations.
8. **Guidelines for Evaluation by Field Training Officers:** At the end of the Field Training Program, the FTO will prepare an overall evaluation of the deputy's performance, to include the following general areas:
  - a. **General Appearance:** maintains a professional physical appearance, dress and demeanor.
  - b. **Continuous Improvement:** accepts constructive criticism and uses feedback to further the learning process and improve performance.
  - c. **Support for USMS Mission:** demonstrates positive attitude in terms of personal motivation, goals and acceptance of job responsibilities.
  - d. **Knowledge of USMS Policies and Procedures:** understands agency procedures and applies them in all situations.
  - e. **Performance:** performs well in routine, non-stress situations as well as in ones involving moderate and high stress.
  - f. **Problem Solving/Decision Making:** perceives accurately, forms valid conclusions, arrives at sound judgments and makes proper decisions.
  - g. **Relationships:** interacts effectively with co-workers in various capacities.

## F. Responsibilities

1. **U.S. Marshals/Chief Deputy U.S. Marshals**
  - a. Appoint experienced CIDUSMs as FTOs for new deputies who are participating in the Three-Year or Accelerated Deputy Development Track.
  - b. Review and approve a *Form USM-291 Deputy Development Program, Training Record* or *Form USM 291a Accelerated Deputy Development Program, Training Record* and make two copies as a deputy nears completion of the program. The original is forwarded to the Human Resources Division for the deputy's official personnel folder and one copy is kept by the district.
  - c. Ensure that FTOs receive guidance consisting of a review and explanation of duties as outlined in this Directive, including FTO roles and responsibilities.
2. **Field Training Officers**
  - a. Oversee newly assigned deputies during the deputy development period after they are assigned to a district.

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- b. Consult with Training Division staff to ensure that each new deputy has the chance to satisfactorily complete the Field Training Program.
- c. Evaluate deputies and fill out Form USM-291 or Form USM 291a.
- d. The Training Division will provide guidance to Managers and FTO's as required.

**Effective Date:**

**5-16-2008**

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**By Order of:**

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Brian R. Beckwith  
Deputy Director  
U.S. Marshals Service