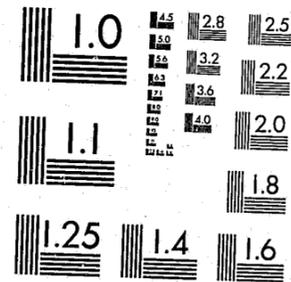


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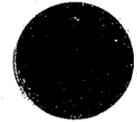
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CAREERS IN LAW ENFORCEMENT

An Information Packet

Prepared by

National Information and Research Center
on Women in Policing

Police Foundation
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CAREERS IN LAW ENFORCEMENT

Since the mid-sixties there has been considerable progress in the hiring and deployment of women in law enforcement agencies. No longer are women subject to differential hiring criteria and inferior compensation; nor are they relegated solely to women's or juvenile bureaus. Following the 1963 Equal Pay Act; the 1972 Revenue Sharing Act; the 1972 amendment to Title VII of the 1964 Civil Rights Act; the 1978 Pregnancy Discrimination Act; subsequent Equal Employment Opportunity guidelines; and successful litigation, women are hired, compensated, trained, and generally deployed throughout law enforcement agencies without reference to their gender.

Presented here is a display of personnel particulars of sample municipal, state, and federal law enforcement agencies for comparative assessment of the employability of women.

PART I

MUNICIPAL LAW ENFORCEMENT

New York City became the first municipality to hire women, as prison matrons, in 1845. In 1888, the Massachusetts and New York state legislatures passed laws requiring cities with populations of 20,000 or more to hire police matrons to process female prisoners. In 1893, the mayor of Chicago appointed Marie Owens (the widow of a local police officer) to the position of police officer; a position she held for 30 years.¹

The Los Angeles Police Department appointed the first sworn female police officer, Alice Wells, in 1910, in response to a petition from 100 influential citizens. Her duties were restricted to supervision and enforcement of laws regarding women and juveniles at places of public recreation. In 1915, Wells established the International Association of Women Police (IAWP), which remains today the most widely recognized national body of female police officers. By 1916, there were policewomen in 25 cities covering 20 states--an increase largely attributable to Alice Wells' influence.

By the end of World War I, the number of cities employing women had reached 200, although the women were most often assigned to separate women's bureaus, which were sometimes commanded by female officers. Their duties focused on victims of sex offenses, juvenile delinquents, female criminal suspects, missing persons, and abused or neglected children. Often, women hired to work in the women's bureaus were required to meet eligibility requirements regarding height, weight, and education different from those for men. For example, women were

generally required to have a college degree, and to be at least 5'8" tall. Further, police departments maintained quotas of no more than 1 percent female officers and generally paid policewomen, as they did matrons, lower salaries than they paid policemen. Many departments denied women the opportunity to take promotional examinations. Generally women were infrequently promoted and only when there was a vacancy at a higher rank in the women's bureau.²

Although the vast majority of municipal police agencies relegated policewomen only to women's bureaus to function as social workers and matrons, there were exceptions. Some agencies, such as the Miami Police Department assigned women plainclothes detective duties as early as the late fifties.

By 1970, the national total of female law enforcement personnel had increased to 5,617. Data provided by the Federal Bureau of Investigation (FBI) covering the years 1972-1977 show an increase of 80 percent in the employment of female police officers in municipal agencies: 1972, 1.5 percent; 1973, 1.7 percent; 1974, 2.0 percent; 1975, 2.1 percent; 1976, 2.4 percent; and 1977, 2.7 percent.³ The most current issue of the Uniform Crime Reports (UCR) shows women comprise a "total cities" average of 3.5 percent. The percentages of female officers range from a high of 8.6 percent in county police agencies to a low of 2.6 percent in police agencies serving city populations of 10,000-24,999.⁴

In 1979, the Police Foundation conducted a survey of municipal police agencies which ascertained that 19 percent of the respondents assigned women to patrol as early as the late sixties. However, the Indianapolis Police Department became the first municipal agency to assign women formally to patrol by relegating two women to traffic and patrol duties in 1968.⁵ In 1972, Washington, D.C., became the first major municipal agency to deploy a significant number of women (86) on patrol.⁶

Although women rank as high as captain, inspector, and deputy chief in municipal agencies such as the Washington, D.C., Metropolitan Police Department, the Detroit Police Department, and the New York City Police Department, they are overwhelmingly represented at the rank of police officer in the vast majority of municipal police agencies across the country.

MUNICIPAL EMPLOYABILITY SAMPLES

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A. THE HOUSTON (TEXAS) POLICE DEPARTMENT

The Houston Police Department has a significantly greater than average number and percentage of female officers (n=181; 6.2 percent) (see Table 4). However, 1975-78 data show that although women comprise 40 percent of the local labor force, they have constituted only up to 9.1 percent of police applicants, and 5.7 percent of approved applicants. Over the years the numbers of white and black female applicants have been very comparable, in spite of there being nearly four times as many white women as black women in the local labor force (28.4 percent to 7.5 percent). However, the yearly percentage of approved female applicants has been higher for white women with the exception of 1976. Hispanic women have only recently been included in approved women totals and have never comprised more than 2.3 percent of all applicants.

The department's selection process differs from others in that it includes a stringent physical agility test, but no written examination upon application. Female applicants fare very well on all interview and investigative aspects of the selection process. However, they experience great difficulty in passing the physical agility test. Requiring, in part, that an applicant pull up on a 7'6" wall and remain at the top for a specified period, this exam may be repeated twice if initially failed. Reportedly, female applicants take full advantage of these repeat opportunities, but fail disproportionately on each occasion to ably perform and complete all the "events" within the required 60 seconds.

Most women entering the academy master both academic and physical training. A department with a viable field training program, the Houston Police Department has 180 field training officers, one of whom is a woman.

In 1977, a consulting firm determined that female officers were more frequently assigned to the Juvenile Division than to the Patrol and Traffic Bureaus. Today this is not the case, as female officers are assigned throughout the department in relative proportions.

Unlike many other departments, the Houston Police Department has always permitted male and female officers to openly compete on promotional examinations. Within the department, detective and sergeant are equivalent ranks, with the former being investigative and requiring no patrol experience. Prior to 1975, female officers had no patrol experience and opted for detective positions. Since 1975, however, women have successfully competed for sergeant positions. Although concentrated most heavily at the rank of police officer, women also hold detective, sergeant, and lieutenant positions.

EMPLOYABILITY NOTES

Eligibility

The Houston Police Department has always given preference to female and male applicants with college degrees, although not requiring this level of academic attainment. A high school diploma is currently required of all applicants. Prior to 1975, female applicants were required to be a minimum of 5'2", whereas male applicants were required to be a minimum of 5'8". Early in 1975 the height requirement was changed to 5'6" for both men and women. Since 1977 the department has maintained no height requirement. Additional eligibility criteria require that an applicant: 1) be between the ages of 19 and 36; 2) pass a physical agility test and background investigation; 3) possess a high school diploma or its equivalent and a valid Texas driver's license; and 4) be free of physical deformities and of good moral character.

Recruitment

The Houston Police Department has recruited on a massive basis since 1975. The recruiting area encompasses: Texas, Oklahoma, Arkansas, part of Tennessee, Mississippi, South Carolina, Florida, Georgia, Louisiana, and Alabama. Presently there is no specific effort to recruit women although women apply in significant numbers. The department places major emphasis upon recruiting on high school and college campuses throughout Texas and the nine other states with sizable minority populations. Recruiters participate in high school and college career days at which time they disseminate literature concerning policing in Houston and answer questions of interested students. In addition to this, the department

recruits through the use of mass media. Female recruiters are dispatched to various shopping malls and out-of-state sites to emphasize to the public that the department does indeed want to hire women. Five of the 51 sworn personnel in the recruitment division are women.

The recruitment division does not use strict numerical goals, although rough percentages are kept in mind. A minimum 10 percent recruitment target is usually set and met for female applicants.

The Houston Standard Metropolitan Statistical Area (SMSA) has a labor force that is 39.89 percent female. In 1978, the percentage of female applicants to the police department most closely approximated their proportion of the labor force. The percentage of female applicants in the years 1978, 1977, 1976, 1975 were 20.0 percent, 16.6 percent, 9.4 percent, and 16.0 percent, respectively.

Selection

In March 1977, Lifson, Wilson, Ferguson, and Winick (LFWF--management consultants) conducted a validity study of Houston's police officer selection, training, and promotion criteria and procedures. The validity study, which was supported by an Office of Justice Assistance, Research, and Statistics (formerly the Law Enforcement Assistance Administration) grant, determined that the Houston Police Department was underrepresented by employees in three protected class groups--blacks, Hispanics, and women. Importantly, LFWF determined that women did not seek commissioned police officer positions proportionately; nor were they selected for academy training in proportion to their representation in the local labor force. Notably, selection does not include a written examination prior to entering the academy.

Preliminary Interview. The application process begins with a meeting between an applicant and recruiter who explains the selection procedure and the minimum job requirements. The applicant then completes a civil service application, which is given to an investigator who determines whether or not the applicant meets the basic requirements. Such particulars as criminal history, type of associates, and reasons for seeking police employment are discussed and form the basis of the investigator's assessment of the applicant's eligibility. Applicants found to be ineligible at the preliminary interview are directed to contact the Civil Service Commission, which explains the basis of that determination. The remaining applicants are scheduled for a physical agility examination--"Work-Sample Test."

Work-Sample Test. The Work-Sample Test, which has been used by the department since 1977, was the result of a recommendation of the LFWF validity study. The Work-Sample Test entails: running, jumping hurdles, a pull up on a 7'6" wall and remaining at the top of the wall for a specified period, a 6' wall climb, and dragging a 65-pound dummy. All events are to be completed within 60 seconds. Should an applicant fail any one of the "events" the entire examination must be repeated. Two subsequent attempts are allowed an applicant after an initial failure. If the second attempt is failed the applicant is required to wait 30 days before re-examination. A disproportionate number of female applicants fail the Work-Sample Test.

Background Investigation. After passing the Work-Sample Test, the applicant completes a background information sheet requesting information dating 10 years back. A background investigator verifies the

information provided. Generally, female applicants pass the background investigation without difficulty.

Polygraph Examination. The background information provided by the applicant and scrutinized by the background investigator is used as the basis for the polygraph examination.

Final Interview. If the applicant passes the polygraph examination a committee, chaired by a sergeant, lieutenant, or captain, together with the applicant's background investigator and one other background investigator, conducts a final interview. At the conclusion of the final interview the superior officer determines whether or not the applicant is to be accepted and assigned to the Police Training Academy.

Training

The number and percentage of women selected to enter the Houston Police Training Academy has increased steadily from 1975 to 1978: 1975, 2.4 percent (n=6); 1976, 2.9 percent (n=8); 1977, 10.0 percent (n=28); and 1978, 9.6 percent (n=16). The percentage of women selected for the academy remains significantly lower than both the percentage applying to the Houston Police Department and the percentage of women in the labor force.

The Houston Police Department Training Academy provides both recruit and in-service training. The 18-week recruit training program consists of 720 hours of academic coursework in the academy, as well as a six-month probationary period of on-the-job training. A recruit may miss only nine days from classes. Usually there are two recruit classes operating simultaneously, with one about five weeks ahead of

the other. The academic curriculum is based upon the Procedural and Substantive Rules as outlined by the Texas Commission on Law Enforcement. The program includes a Tutoring Squad, a Dirty Duty Squad, and an Olympic Squad for cadets having difficulty with academics, discipline, and physical training, respectively. The final written examination, which is a composite of all weekly written examinations, is developed and administered by the Civil Service Department near the end of the 16th week of the academy. There is a relatively high attrition rate (20 percent) among recruits, largely attributable to the academic requirements. However, no women have failed to meet academic requirements. Physical training at the Houston Police Training Academy is very strenuous. A recruit below par in physical training has the option of participating in the Olympic Squad, which provides the extra practice and physical instruction some recruits need.

The firearms training program is two weeks of pistol and shotgun training. Generally, women experience a little difficulty qualifying with firearms due to the weight of the trigger. The firearms instructor occasionally adjusts the gun trigger for female and male recruits to a weight better suited for them. No women have washed out because of failure to qualify.

During their six-month probationary period on patrol recruits are supervised by three Field Training Officers (FTO's), one month each, for three months. During the final three months of the probationary period recruits are supervised by a senior officer.

The goal of the Houston Police Department's in-service training program is to retrain all officers annually. In-service training

primarily focuses on updating patrol officers on law changes, promotional duty responsibilities, and middle-management duties. The department plans to enact mandatory firearm in-service training, as well as mandatory physical in-service training. During 1978 all sworn personnel, except assistant chiefs, received in-service training. Currently, a voluntary in-service training class for female officers is on-going at the police academy.

The in-service training staff also has the responsibility of providing seven weeks of training for FTO's. Currently, there are 180 FTO's who supervise recruits during their probationary period, one of whom is a woman.

Assignment

The Houston Police Department's Field Operations Command is divided into two patrol bureaus--North and South. The two patrol bureaus are divided into six substations: Southeast, Southwest, Central, Northwest, Clear Lake, and North Shepherd. Each of the six substations is divided into four districts. Upon completing the police academy, recruits are generally placed on patrol, but on occasion, some recruits are placed with the Traffic Bureau.

Efforts are made by the Houston Police Department to assign recruit officers, regardless of sex, to substations near their residences. Reportedly, no efforts are made to place a female recruit in a particular substation because of her sex, but rather assignments of recruits are based upon specific substations' personnel needs. The 1977 LFWF

validity study determined that female officers were more frequently assigned to the Juvenile Division as opposed to Patrol and Traffic Bureaus.

Although the Patrol Division includes most of the male police officers (41.2 percent), it contains only 15.1 percent of the female officers. The largest proportion of female officers (30.8 percent) are assigned to the Criminal Investigations Division, where only 19.7 percent of the male officers are assigned. Female officers are assigned to Special Services in a larger proportion (20.3 percent) than are male officers (9.6 percent). Fairly equal proportions of male and female officers are assigned to other departmental units. The distribution of white and minority female officers is very similar with two exceptions: 1) more white (10.1 percent) than minority women (2.3 percent) are assigned to technical services; 2) more minority (4.5 percent) than white women (2.3 percent) are assigned to community relations.

Promotions

The Houston Police Department requires that an officer serve two years in grade before taking the examination for the next higher rank. Promotional examinations for ranks up to and including deputy chief are devised, administered, and scored by the Civil Service Department. The promotional examination for each rank is generally given once a year with the exception of the examination for deputy chief, which is held whenever there is a vacancy. The department has a source committee which provides the Civil Service Department with a resource list of books related to the various responsibilities of the different ranks. The

source committee consists of an officer holding the rank for which the test is being administered; an officer one level above that rank; and a deputy chief. The Civil Service Department usually accepts the resource list and posts it about six to eight months before the examination after developing 100 to 125 multiple choice questions from the books. Officers are promoted in rank order on the basis of their examination score, performance appraisal, and seniority points. One point is awarded for each four years on the force and a performance rating may total as much as 30 points. Promotional lists are valid for one year or until all eligibles have been promoted, whichever occurs first. The department employs the "rule of three," but seldom is an eligible person by-passed.

The ranks of sergeant and detective are equivalent, although the responsibilities of a detective are predominantly investigative and require no patrol experience. It appears that over the years women have more often opted to take the examination for detective rather than for sergeant. However, since 1975 a reasonable number of women have taken the sergeant's examination. Of 354 officers applying for various promotions in 1977, 20 were women. Of the 20 women applying for promotions, none applied for the rank of captain; four applied for the rank of lieutenant; and 16 applied for the rank of sergeant. In 1977 the LFWW consultants concluded that the department's promotional process had no adverse impact upon women.

Currently, women are concentrated most heavily at the rank of police officer: 86.2 percent white women and 97.7 percent minority women. There is only one female sergeant. Similarly, these data show that of the 328 detective positions, 14 are held by white women and one by a minority woman.

There are 93 lieutenants within the Houston Police Department, of whom one is a woman.

In 1977, 20 female and 334 male officers competed for various departmental promotions. Of the female officers, six were minorities and 14 were whites. Of the male officers, 296 (83.6 percent) were whites and 10 (11.6 percent) were minorities. No minority women were subsequently promoted. However, two white women were promoted to the ranks of sergeant and lieutenant. Women comprised 5.6 percent of the applicants for promotion, but only 2.4 percent of those promoted.

Separations

Since 1974 the average number of yearly separations has steadily increased. It reached an all-time high of 5.18 percent in 1978 when 140 officers discontinued police work. Reportedly, women do not separate from the department in disproportionate numbers.

TABLE 4. The Houston (Texas) Police Department
 DISTRIBUTION OF FULL-TIME SWORN PERSONNEL
 BY SEX AND ETHNIC GROUP
 1978

	FEMALE		MALE		TOTAL	
	Number	Percentage	Number	Percentage	Number	Percentage
White	132	4.4	2474	83.2	2606	87.7
Black	33	1.1	333*	11.2	366	12.3
Hispanic	14	.50				
Oriental	2	.07				
TOTAL	181	6.2	2807	94.0	2972	100.0

Source: Sulton and Townsey, Police Foundation, Washington, D.C., 1981.

*Includes all minority male officers.

DIRECT EMPLOYMENT INQUIRIES TO:

Personnel Officer
 Houston Police Department
 61 Riesner Street
 Houston, Texas 77002

(713) 222-3011

B. THE DETROIT (MICHIGAN) POLICE DEPARTMENT

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Prior to 1971 the Detroit Police Department assigned "policewomen" exclusively to its women's division where their primary responsibility was to investigate child abuse, rape, and juvenile matters. As "policewomen" they were supervised by a female deputy chief and allowed to compete for promotions within the women's division only. The women's division was dissolved in 1971--spearheading the assignment of women throughout the department.

As a result of a 1973 class action suit (Schaffer v. Tannian, Civ. No. 39943 [E.D. Mich. 1976]), which charged the City of Detroit, the Detroit Police Department, the Detroit Police Officers' Association, and the Detroit Police Lieutenants' and Sergeants' Association with sex discrimination in hiring and promoting, the Detroit Police Department was required to initiate affirmative action in its promotional policies and practices by increasing the number of female new hires, as well as the number of female officers in the classes that facilitated promotion to the rank of sergeant. In direct response to the court's 1974 ruling, the department's complement of female officers increased dramatically. To date women comprise 11.7 percent (n=644) of the agency's sworn personnel (see Table 5). In addition, the 1974 ruling required that women be permitted to compete on an equal basis with men for promotion. As a result, women have successfully acquired command positions as high as inspector.

At one time the Detroit Police Department employed different eligibility requirements for men and women. This is no longer agency policy, and men and women must meet identical eligibility requirements. For

selection purposes applicants must undergo five major appraisals. Of note are the written examination and the oral interview. Reportedly, the written examination, which is a psychological/psychometric test of potential to perform as a police officer in the city of Detroit, eliminates comparable numbers of college and noncollege graduates.

The purpose of the oral interview is to determine if an applicant is qualified for police service. At one time female applicants were interviewed by female officers only. This practice is no longer in effect and female applicants are interviewed by boards consisting of both male and female officers. Notably, no minority applicant is interviewed by a board on which there is not at least one minority supervisor. During the oral interview an applicant is rated on a number of attributes including appearance, voice and enunciation, and emotional stability. Generally, women experience no difficulty in passing the oral interview.

Training of selected recruits is conducted at the Detroit Police Academy. The training program is 14 weeks long and uses a unisex and nondiscriminatory approach. The physical training program is progressive, requiring less of the recruit at the beginning than at the end. Female recruits are able to perform most exercises with no difficulty. However, problem areas for women are leg thrusts, pushups, and running. Although the department does not have a formal field training program the progress of probationary officers is monitored by a training sergeant.

Female officers are assigned throughout the entire Detroit Police Department with the majority serving on patrol. A relatively significant complement of women are also assigned to the Major Crimes Division. The vast majority of female officers hold the rank of police officer;

however, women are represented at the ranks of sergeant, lieutenant, and inspector.

Women separate from the department at a rate above their rate of representation on the force: 20.3 percent to 11.7 percent. Reportedly, the department's maternity leave policy, which does not guarantee a light duty assignment for nonduty related disabilities, accounts for a recognizable number of female separations.

EMPLOYABILITY NOTES

Eligibility Requirements

Prior to 1974, the Detroit Police Department used separate classifications for male and female officers as well as separate eligibility requirements. Currently, eligibility requirements are the same for both applicant groups as shown in the following description of requirements.

Age: An applicant must be between the ages of 18 and 32.

Weight: Weight has to be in proportion to height.

Vision: Vision must be corrected to 20/20 with glasses or contact lens.

Education: An applicant must have a high school diploma or have successfully completed the General Education Development Test with a 45 percent average or total score of 225 for the five sections of the test.

Driver's License: An applicant must have a valid Michigan operator's license.

Residency: An applicant must be a resident of the state of Michigan for one (1) year prior to making application and a resident of the city of Detroit 60 days prior to making application.

Arrest: Applicants cannot have been arrested and convicted for a felony. Nor are applicants who have been arrested for a felony and allowed to plead guilty to a lesser charge eligible for employment.

Recruitment

Currently the Detroit Police Department's recruitment division has a staff of 30 sworn police officers and 10 civilian employees. Of the sworn staff there are eight male and two female recruiters, and 16 male and four female background investigators. The recruiting staff actively

recruits year-round. They make contact with potential applicants through the media and actual personal interaction. Field recruiters disseminate literature concerning employment with the Detroit Police Department at various public functions and in locations near the automotive industries. The recruiters discuss specifics of the application and hiring process with prospective applicants. The primary objective of field recruiting is to secure capable candidates. Beyond this objective field recruiting seeks to demonstrate to the public that the Detroit Police Department is committed to developing a force fully representative of the citizenry served.

After initial recruitment the recruitment division uses a number of follow-up procedures to closely monitor the progress of each person who has begun the application process. Such procedures include phone calls to applicants who failed to appear for any stage of the recruiting process, personal contacts such as home visits, and letters.

Selection

For selection purposes applicants are subjected to five major appraisals: 1) preliminary application; 2) a written exam; 3) background investigation; 4) medical evaluation; and 5) oral interview. The following is a description of the application/selection process.

Pre-Investigative Application. Applicants for the Detroit Police Department are interviewed by a recruiter to make certain they meet basic eligibility requirements. An applicant who meets established requirements completes a written application form and is scheduled for a written examination. The pre-investigative interview usually eliminates equal

proportions of men and women. At this stage, the reasons beyond basic ineligibility for recruitment often include drug use and a record of felony arrest.

Written Examination. The objective of the written examination is to determine if an applicant meets the mental and emotional standards set by the Detroit Police Department. The written examination, which was developed in 1971 by the University of Chicago, is a psychological/psychometric test of potential to perform as a police officer in the city of Detroit. Interestingly, persons with college degrees do not pass this multiple choice exam, which tests for social insights as well as reading skills, in any greater numbers than do those without degrees.

Background Investigation. After successfully passing the written examination a sworn police officer investigates each applicant to insure that he is of the personal character required by the department. The recruiting division has an investigative section which collects such background information as: past and present residence, educational background, arrest record, traffic record, employment record, financial status, and personal characteristics. Personal characteristics relating to drug abuse, alcohol abuse, as well as basic honesty and dependability are of major importance.

Since 1974 the investigative section has used a team approach to background investigations. Under the team approach, several investigators pursue various aspects of the same individual's background rather than one investigator completing the entire background investigation. The various teams of background investigators report facts but make no recommendations. Team supervisors review the files and make the recommendations

to continue processing or to reject. If the background investigation reveals information different from that provided by the applicant at the pre-investigative interview, the applicant is required to go before an investigation review board comprised of a supervising officer and two background investigators at which time the applicant is asked to discuss and/or verify questionable facts. Reportedly, the background investigation eliminates proportionate numbers of male and female applicants.

Medical Evaluation. The physical examination is most often conducted by the department's medical division as an applicant's background is being investigated. An applicant may be placed on "hold" for medical impairments which are correctable; however, all "holds" must be removed by the medical division prior to appointment. An applicant who has passed the physical exam more than six months prior to appointment must be re-examined and approved. Any applicant who does not pass the physical exam and is rejected for medical reasons must be approved by the medical unit before being eligible to reapply for a police officer position.

The department psychologist examines applicants who have been flagged as questionable by the psychological portion of the written exam. Any applicant who is rejected for psychological reasons must also be approved through re-examination by the medical division before being eligible to reapply.

Oral Interview. The oral interview is another means of assessing applicants' fitness for police service. Until 1971, only female officers conducted oral interviews with female applicants. Between 1971 and 1974 the three-member oral interview board included departmental section supervisors, some of whom had reservations about the full use of women as

police officers. The impact of those kinds of reservations has been removed by the creation of interview boards consisting of members of the recruitment division.

At the oral interview an applicant is allowed the opportunity to defend or explain any derogatory information regarding his or her character. During the interview an applicant is rated on a number of attributes: appearance, voice and enunciation, demeanor, comprehension, ability to express, emotional stability, and overall fitness. A maximum of five points is given for each of the listed characteristics, except for "overall fitness" which may carry up to 10 points.

In 1977, women comprised 40.8 percent (n=511) of the police officers hired by the Detroit Police Department. Of the 40.8 percent, 31.9 percent were minority women and 8.9 percent were white women. Although there is no available data on the percentage of female applicants, it is clear that women are being selected in astounding proportions.

Training

Selected recruits are trained at the Detroit Metropolitan Police Academy, which has a unisex, nondiscriminatory approach to training. The staff includes: two female sergeants, two female firearms instructors, one female computer instructor, one female in the audio-visual section, one female precision driving instructor, two female physical training instructors, and one female defensive tactics and combative arts instructor.

The 14-week training program includes 320 hours of entry level police training. The majority of those who do not complete the 14 weeks of training have experienced academic problems. However, some leave the academy because of poor physical fitness performance. The Detroit Police

Department does not have a formal field training program, however, each precinct section has a training sergeant who monitors the program of probationary officers.

Assignment

Every two to three years the city and the Police Officers Association enter into an employment agreement outlining the conditions of employment for police officers. A significant issue in all those agreements is seniority. Assignments and transfers within the department are affected by seniority. An officer begins to acquire seniority upon completion of the probationary year. If officers leave the department but return within two years, they retain their original seniority date but are docked for the time they were not employed by the department. Officers on leave without pay because of nonduty-related disabilities, such as pregnancy, are particularly affected by this provision.

Female police officers are well-distributed throughout the Detroit Police Department. However, the majority of women (n=497 or 77.1 percent) and men (n=2,824 or 58.0 percent) are assigned to patrol (Operations Bureau).

The Operations Bureau includes 13 precincts which operate on rotating shifts. Departmental policy prohibits officers and their spouses or living companions from working within the same precinct.

The Major Crimes Division contains the next largest proportion of women (n=74 or 11.5 percent). This division contains a significantly larger proportion of white women (n=41 or 17.7 percent) than minority women (n=41 or 7.9 percent).

Although there are assignments which are exempt from seniority provisions, many assignments and transfers are based on seniority. Openings generally are filled by the most senior qualified officers on the transfer list. When necessary, the department can initiate involuntary transfers to which officers with the least departmental seniority are most susceptible.

Promotions

The Detroit Police Department administers promotional examinations for the ranks of sergeant and lieutenant. Two veterans' preference points are added to eligibles' scores. The department has an incentive program for higher education. Officers without a college degree must work as police officers for a minimum of three years before taking the sergeant's examination, while officers with college degrees are eligible to take the sergeant's examination after two years. One year of college is a minimum requirement for promotion to the rank of sergeant. Similarly, an associate degree or equivalent is required before promotion to the rank of lieutenant, and a bachelor's degree is required for promotion to the rank of inspector.

In addition to the written examination requirement, applicants for promotion to the ranks of sergeant and lieutenant are subject to an oral examination. The oral examination is conducted by an oral interview board consisting of police officers from other police departments across the country. Each three-member board assesses applicants' accounts of how they would handle structured incidents. An applicant's score on the oral interview is the average of each board member's independent score.

The overwhelming majority (n=4,168 or 75.6 percent) of all sworn personnel hold the rank of police officer, but a greater proportion of women (n=593 or 92.1 percent) than men (n=3,575 or 73.4 percent) hold that rank. A significantly larger proportion of white women (n=36 or 15.6 percent) hold ranks above that of police officer than do minority women (n=15 or 3.6 percent).

The prospect for future advancement of women through the ranks of the Detroit Police Department are most encouraging. Women constitute 11 percent (n=19) of the 1977 promotions; approximately equal numbers of white (n=9) and minority women (n=10) were promoted.

Separations

In 1977, female officers, who composed 11.7 percent of the department's sworn personnel, constituted 20.3 percent of the separations by sworn personnel. The percentage of white female officers who separated from the department (5.5 percent) is not much greater than their percentage composition of the department (4.2 percent). The situation for female minority officers is more stark: minority women compose 7.5 percent of the force, but 14.8 percent of the separations.

Some female officers clearly separate from the department because of its pregnancy-maternity leave policy. The department places officers with non-duty related disabilities on light duty assignments if such assignments are available. There are not enough light duty assignments for all officers with nonduty-related disabilities. Consequently, some pregnant officers must use sick leave until it is exhausted and then go on leave without pay until they can return to full duty. Many of these female officers, particularly the female minority officers, have been

TABLE 5. The Detroit (Michigan) Police Department
DISTRIBUTION OF FULL-TIME SWORN PERSONNEL
BY SEX AND ETHNIC GROUP
1977

	FEMALE		MALE		TOTAL	
	Number	Percentage	Number	Percentage	Number	Percentage
White	231	4.2	3521	63.9	3752	68.1
Minority	413	7.5	1347	24.4	1760	31.9
TOTAL	644	11.7	4868	88.3	5512	100.0

Source: Sulton and Townsey, Police Foundation, 1981.

members of the department for relatively short periods. They have not accumulated enough sick leave to provide pay throughout their pregnancy and recovery from childbirth. In order to sustain an income these women very often seek employment outside the department after exhausting their sick leave.

DIRECT EMPLOYMENT INQUIRIES TO:

Personnel Officer
Detroit Police Department
1300 Beaubien
Detroit, Michigan 48226

(313) 224-4204

FOOTNOTES

1. Peter Horne, Women in Law Enforcement, 2nd ed. (Springfield, Ill.: Charles C. Thomas, 1980), p. 26. See also Arthur Thompson, "The Progress of Women in Law Enforcement" (Traffic Institute, Northwestern University, December 1979).
2. Ibid., p. 27.
3. Federal Bureau of Investigation, Uniform Crime Reports - 1977, (Washington, D.C.: Government Printing Office, 1978), p. 225.
4. Federal Bureau of Investigation, Uniform Crime Reports - 1979, (Washington, D.C.: Government Printing Office, 1980), p. 236.
5. Catherine Milton, Women in Policing (Washington, D.C.: Police Foundation, 1972), p. 64.
6. Peter Bloch and Deborah Anderson, Policewomen on Patrol: Final Report (Washington, D.C.: Police Foundation, 1974), p. 1.

PART II

STATE LAW ENFORCEMENT

State law enforcement agencies did not hire women as troopers until 1930, when the Massachusetts State Police hired the first female state law enforcement officers. The Connecticut State Police agency hired women troopers in 1943. Both state agencies assigned women to matters involving youths and women. In 1972, the Pennsylvania State Police agency became the first to assign male and female troopers identical duties. A 1975 survey conducted by the Race Relations Information Center indicates that there were approximately 42,000 state law enforcement officers, of which 135 were women.^{1/} Today about 1 percent of state law enforcement officers are women.

The following page (31) contain material protected by the Copyright Act of 1976 (17 U.S.C.): MS. CHIPS, US/February 17, 1981

NATIONAL EMPLOYMENT LISTING SERVICE

The Police Employment Guide is an accumulation of information concerning the employment opportunities found in American law enforcement. It offers brief descriptions of nearly 250 cities of over 50,000 population, including geography, economic conditions, and recreational and educational opportunities. Information about employment with the police departments of these cities is outlined in detail. Entrance requirements, salaries and fringe benefits, training and application procedures are presented. This valuable resource should be of interest to anyone considering a career in law enforcement.

The Police Employment Guide is published by the National Employment Listing Service for the Criminal Justice System (NELS). NELS is a non-profit organization which is a part of the Texas Criminal Justice Center, Sam Houston State University, Huntsville, Texas. Copies can be obtained by contacting:

Police Employment Guide
NELS
Texas Criminal Justice Center
Sam Houston State University
Huntsville, Texas 77341

A SAMPLE LISTING FOLLOWS.

STATE OF KANSAS

KANSAS CITY, KANSAS

Kansas City, Kansas is situated at the confluence of the Missouri and Kansas Rivers on the northeastern border of Kansas. The terrain of the area is rolling and hilly and the average elevation is 726 ft. above sea level. The economy of the area is diversified with manufacturing, transportation, retailing, wholesale, construction, real estate, banking and insurance and industry. The city also has a foreign trade zone designation. A wide variety of cultural activities are available to residents of this city. The city of Kansas City also maintains an outstanding public school system which include academic as well as vocational training. In addition, a wide variety of recreational opportunities are available to members of the community. The city maintains 45 parks with facilities for residents of all ages. There are also seven recreation centers, twenty-two playgrounds, athletic fields, tennis courts, model airplane fields, boxing clubs and midget race tracks which residents may utilize. The population of this city is approximately 172,300. The average monthly temperature in January is 29 degrees Farenheit. The average temperature in July is 80 degrees Farenheit.

DEPARTMENT SIZE AND ORGANIZATION

The Kansas City, Kansas Police Department has a total of 296 sworn personnel and 126 non-sworn personnel. It is organized into six major divisions. The sworn personnel are assigned as follows:

Chief	1
Deputy Chief	1
Major	4
Captain	10
Lieutenant	20
Sergeant	37
Detective	41
Patrolman I	166
Patrolman II	10
Patrolman III	6
Chief's Office	12
Deputy Chief's Office	3
Bureau of Field Operations	213
Bureau of Administrative Services	6
Bureau of Technical Services	22
Bureau of Investigation	40

The Department utilizes foot, auto, and helicopter patrols. New personnel are assigned to permanent shifts.

INNOVATIVE PROGRAMS

The Department maintains a cadet program whereby individuals between the ages of 17-21 can gain experience in anticipation of applying for a sworn officer position.

ENTRANCE REQUIREMENTS

AGE: Minimum 21 years, maximum 39 years upon completion of academy training. The maximum age may be waived in the case of an individual with prior police experience to 44 years of age.

HEIGHT: The applicant must be able to utilize standard police equipment without alterations of said equipment.

ENTRANCE REQUIREMENTS

WEIGHT: In proportion to height.

CHARACTER: Individuals with a chronic record of felony or misdemeanor convictions will be disqualified. In addition, individuals with records against public decency or of moral turpitude will be disqualified.

RESIDENCY: Individuals are required to reside within the county while employed by the Department.

EYESIGHT: 20/100 minimum correctable to 20/30. The applicant must have normal color vision.

EDUCATION: High School diploma or equivalent. College degree preferred but not required.

CITIZENSHIP: U. S. citizen only

MISCELLANEOUS: The Department prefers to hire college graduates. Law enforcement, criminal justice, sociology or psychology are most preferred. The Department also actively emphasizes the recruitment of ethnic minority and female applicants.

SALARIES AND FRINGE BENEFITS

The annual salaries of the members of the Kansas City, Kansas Police Department are as follows:

Chief	\$25,452
Deputy Chief	\$22,884
Major	\$20,928
Captain	\$19,432
Lieutenant	\$18,036
Sergeant	\$14,952
Detective	\$14,952
Patrolman	\$10,272 - \$13,860

First year patrol officers are provided with 15 vacation days, 1 1/2 sick days per month of service and twelve paid holidays. Overtime is provided at the rate of money - time and a half for ranks patrolman thru sergeant. For ranks lieutenant thru chief, overtime compensation is provided at the rate of compensatory time - time and a half. Officers are paid \$15.00 for each court appearance. The city provides \$10,000 life insurance policies and \$10,000 accidental death and dismemberment policies for employees. In addition, full medical and dental insurance is provided at no cost to the employee; the city assumes a portion of the cost of this insurance for his family. Complete uniforms are also provided for employees.

Normal retirement from this Department is at age 55 with a minimum of 20 years of credited service. Members with 20 or more years of service may retire between age 50 and 55, but their benefits are reduced for early retirement. The benefits which a member receives is determined by total years of credited service and final average salary. The benefit may not exceed 66% of the final average salary.

CAREER LADDER

Promotions in the Kansas City, Kansas Police Department are based on written examination, oral interview and supervisor evaluation. Officers are eligible to take the examination for the rank of detective or sergeant after completing 5 years of service. After 3 years in rank as either a detective or sergeant, officers are eligible for promotion to the rank of lieutenant.

TRAINING

The basic police training academy consists of 640 hours of intensified instruction. Upon successful completion of the academy, the recruit is assigned to a field training officer. A one year probation period follows completion of the academy during which a recruit's performance is evaluated in relation to all phases of police work. Successful completion of the training phase results in the attainment of full status as a member of the Kansas City, Kansas Police Department. Officers are provided with approximately 48 hours of in-service training annually.

APPLICATION AND TESTING PROCESS

The projected number of job openings for the next five years ranges from 5-20 annually. All applicants must pass an objective written examination, medical examination, an oral interview, psychological test, polygraph examination and background check prior to final consideration. The application process usually takes approximately 12 months to complete.

Interested individuals may contact:

Office of Civil Service Commission
#1 Civic Center Plaza
Kansas City, Kansas 66101
(913) 371-2000, Ext. 260

EMPLOYABILITY SAMPLE

The New Jersey State Police

- STATE TROOPER -

PUTTING
IT ALL
TOGETHER





SPECIAL SERVICES

- Planning and Research
- Telecommunications
- Police Computer Service
- Public Information
- Educational Services
- Civil Defense
- Police Training
- Underwater Recovery
- Propane Gas Regulations
- Private Detective Licensing

CRIMINAL INVESTIGATION

- Organized Crime Task Force
- Intelligence
- Drug Enforcement
- Polygraph
- Auto Theft
- Arson Investigation
- Official Corruption



LET'S PUT IT ALL TOGETHER is the deep rooted feeling of the employees of the New Jersey State Police. Both the Trooper and civilian members have, through coordinated efforts, retained this motto of service to people since the establishment of the New Jersey State Police in 1921. The maintenance of peace in an orderly society depends on a modern, professional and effective people orientated police force . . . a force which has not only the latest technological devices and crime-fighting equipment, but also a breed of people dedicated to the preservation of law and order through service to the people.

Never before has the opportunity for a career in the New Jersey State Police been more rewarding. Qualified young men and women who want to be part of an organization, built on integrity and pride of service to people, should take a good look at the advantages we offer. An equal opportunity employer, the State Police offers more than a job . . . it represents a career of distinction.

IDENTIFICATION SERVICES



- Forensic Science
- Fingerprint Classification
- Ballistics
- Firearms Registration
- Document and Voiceprint Examination
- Photography
- Uniform Crime Reporting
- Laundry and Jewelers' Marks
- Composite Drawing
- Court Disposition Reporting

TRAFFIC ENFORCEMENT

- Tactical Patrol
- Traffic Services Liaison
- Interstate Highway Patrol
- Helicopter Patrol
- Radar and Vascar
- Fatal Accident Investigation
- Drinking Driving Program
- Traffic Analysis
- Turnpike Patrol
- Parkway Patrol



SELECTION PROCESS

The position of Trooper in the New Jersey State Police is open to any qualified persons regardless of race, color, sex or religion.

Age: Between the ages of 18 and 35.

Driver's License: Must have a valid automobile driver's license.

Education: Must have a high school diploma or equivalent.

Vision: Vision must be not less than 20/30 in both eyes without glasses or contact lenses and absence of color blindness.

Written: Must pass a written examination. No prior application is necessary.

Medical: Must complete a medical questionnaire. Must pass a medical examination and have normal hearing in both ears.

Physical: Must pass a physical aptitude examination.

Investigation: Must have an excellent reputation. A thorough character investigation is made of each candidate.

Psychological: Candidates are given a psychological examination.

Oral Interview Board: Must successfully pass an Oral Interview Board.

Training: Candidates do not become sworn members until they have successfully completed an intensive pre-service training program.

Men and women who join the ranks of the State Police receive excellent salary, paid vacations, sick leave, free hospitalization, life insurance, uniforms and equipment. In addition, substantial retirement benefits are provided.

For further information write:

Recruiting and Research Unit
New Jersey State Police
Box 7068
West Trenton, New Jersey 08625

For information concerning civilian job opportunities with the New Jersey State Police contact:

Department of Civil Service
East State and Montgomery Streets
Trenton, New Jersey 08625

The following pages (40-47) contain material protected by the Copyright Act of 1976 (17 U.S.C.): Training Tailored for Women from the Newark, New Jersey Ledger

FOOTNOTES

1. News and Notes, "Discrimination," Crime and Delinquency, April 1975, p. 185 as cited in Peter Horne, "Policewomen: 2000 A.D." (unpublished work, St. Louis Community College at Meramec, 1978), p. 3.
2. Mary Jo Patterson, "Training Tailored for Women;" Police Magazine 3 (5), September 1980, p. 22-29.

PART III

FEDERAL LAW ENFORCEMENT

The Executive Protective Service was the first federal law enforcement agency to hire female officers following the Civil Service Commission's decision in 1971 to allow women to carry firearms. The United States Secret Service first hired female agents in 1971. Today approximately 2 percent of the 1,500 Secret Service agents are women. Women were first hired by the Federal Bureau of Investigation (FBI) in 1972. As with the U.S. Secret Service, approximately 2 percent of the nation's 8,000 FBI agents are women. At latest count there were 1,591 female federal law enforcement officers, accounting for about 2.7 percent of all federal law enforcement officers.^{1/}

FEDERAL EMPLOYABILITY SAMPLES

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AT. THE FEDERAL BUREAU OF INVESTIGATION
SPECIAL AGENT

SPECIAL AGENT candidates must:

- (1) be a United States citizen
- (2) be completely available for assignment anywhere in the Bureau's jurisdiction
- (3) be between ages 23 and up to 35th birthday
- (4) have uncorrected vision not less than 20/200 (Snellen) and corrected to 20/20 in each eye. No applicant will be considered who is color blind.
- (5) meet following hearing standards by audiometer test. No applicant will be considered who exceeds the following: (a) average hearing loss of 25 decibels (ANSI) at 1000, 2000, or 3000 Hertz; (b) single reading of 35 decibels at 1000, 2000, or 3000 Hertz; (c) single reading of 35 decibels at 500 Hertz; (d) single reading of 45 decibels at 4000 Hertz.
- (6) possess a valid driver's license
- (7) be in excellent physical condition with no defects which would interfere in firearms use, raids, or defensive tactics.

The five entrance programs under which SPECIAL AGENTS qualify are:

1. LAW - resident law school graduates with two years of resident, undergraduate college work.
2. ACCOUNTING - four-year resident college degree with a major in accounting.
3. LANGUAGE - four-year resident college degree plus fluency in foreign language(s).
4. MODIFIED - four-year resident college degree plus three years' complex and/or investigative experience (Examples: active-duty commissioned military officer, teacher, business manager, police officer).
5. SCIENCE - resident college graduate with a bachelor's, master's, or doctoral degree in electrical engineering or metallurgy; ..
OR master's or doctoral degree in physics, chemistry, biological science, geology, pharmacy pharmacology, toxicology, mathematics, or engineering science;
OR master's degree in business or public administration, computer science, decision sciences, computer systems, management information sciences or systems, or comparable degree with major emphasis on analysis and development of business/financial information systems;
OR bachelor's degree plus three years' scientific professional experience in the major field or allied area: biological or engineering science, geology, pharmacy, or toxicology. Individuals with biological sciences degrees must have satisfactorily completed 16 semester hours in chemistry (including organic chemistry) and 8 semester hours in physics;
OR bachelor's degree plus three years' experience as a systems or programmer analyst handling business financial type systems or applications with a major in: business or public administration, management science or systems, computer science, or science with a computer science major or course concentration

SPECIAL AGENT applicants undergo an initial battery of written examinations that are scored by computer at FBI Headquarters in Washington. Should an applicant rank high enough as the result of the testing, he/she is afforded a formal interview, which is again computerized. The highest-ranked individuals in each of the entrance programs are given consideration for employment based on the needs of the Bureau and are thoroughly investigated for employment.

Successful applicants begin employment at the GS-10 level, serve a one-year probationary period, and thereafter become a permanent employee upon satisfactorily completing the one-year trial period. Additional compensation may be earned for overtime as the need arises.

Newly appointed Special Agents report to FBI Headquarters in Washington, D.C., for oath of office and then proceed to the Academy at Quantico, Virginia, where they undergo training for 15 weeks. New Special Agents receive regular salary while in training class. Training class generally consists of classroom instruction, physical fitness, and firearms training.

The minimum passing grade on each academic examination is 85 percent and disqualifying conditions which will result in dismissal are:

- (1) failure of two examinations
- (2) failure to achieve 24 points in the physical fitness program, or failure to demonstrate proficiency in defensive tactics
- (3) failure to attain passing score on all qualifying firearms courses by the eleventh week of training
- (4) failure to safely handle weapons during firearms training regardless of score
- (5) failure to demonstrate proficiency in simulated arrest situations
- (6) violations of conduct rules and regulations during training

PHYSICAL FITNESS TESTS AND RATING SCALE
FOR FBI SPECIAL AGENT TRAINEES

<u>MEN</u>		<u>WOMEN</u>	
Pull-Ups		Modified Pull-Ups	
Number Completed	Points	Number Completed	Points
1	1	3	1
2	2	6	2
3	3	9	3
4	4	12	4
5	5	15	5
<u>MEN AND WOMEN</u>			
Push-Ups		Sit-Ups	
Number Completed	Points	Number Completed	Points
15	1	30	1
20	2	35	2
25	3	40	3
30	4	45	4
35	5	50	5
120-Yard Shuttle Run		Two-Mile Run	
Time	Points	Time	Points
29 sec. and over	1	18:31 - 19:00	5
27 - 28.9	2	18:01 - 18:30	6
25 - 26.9	3	17:31 - 18:00	7
22 - 24.9	4	17:01 - 17:30	8
Under 22 seconds	5	16:31 - 17:00	9
		16:30 and under	10
Total possible points	30		
Qualifying score	24		

THE FEDERAL BUREAU OF INVESTIGATION IS AN EQUAL OPPORTUNITY EMPLOYER

A2. THE U.S. DEPARTMENT OF JUSTICE
BUREAU OF PRISONS
CORRECTIONAL OFFICER

**A Career As A
Correctional Officer -
An Opportunity
For A Challenge**

Announcement
Number 431
Jan. 1979





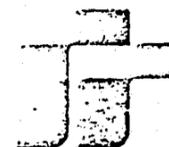
The stereotyped view of corrections as being traditional, unchanging, and impersonal is both inaccurate and exaggerated. Significant changes have taken place in the philosophy, attitudes and methods of working with the incarcerated.

Recognizing this degree of change and the need to have highly competent Correctional Officers equipped to handle the tough, challenging work of corrections, the Federal Prison System has made a long-term commitment to recruiting, training, and career development.

Through this commitment, the Federal Prison System hopes to insure the continued growth of our most valuable resource—THE CORRECTIONAL OFFICER.

Norman A. Carlson

Norman A. Carlson
Director, Bureau of Prisons
Commissioner, Federal Prison Industries, Inc.



Federal Prison System

"Today I'm in charge of a work detail . . . Tomorrow I'm participating in a team meeting, working with teachers, psychologists and case workers . . . Next week my rotation comes up to supervise a living unit on the midnight to 8 a.m. shift."

correctional officer



"Correctional Officers have the toughest job in the system . . . They are the ones on duty 24 hours a day, seven days a week . . . They are there when the inmates get up, when they eat, when they work, and when they go to bed . . . and they are the first ones an inmate goes to when there is a problem . . . It's tough supervising someone and then sitting down with them and trying to work out a problem . . . It takes a special kind of person."

warden

"They've really changed since I've been in . . . They were screws . . . Big tough guys who always shouted orders . . . They were in charge and they told you so - as often as possible . . . Now they seem to be younger, better educated, better trained . . . They get the job done without threats or force, and the whole joint is a better place to do your time . . . and probably a better place to work in too."

Inmate

"The first time a woman was assigned to my unit as a correctional officer, I was worried. How could she handle the tough people, the shift work, the counseling, the enforcement?"

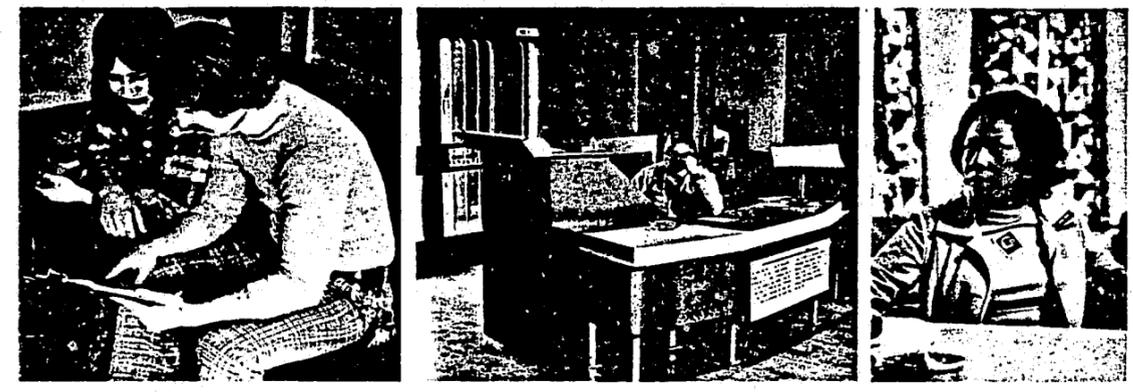
Now I realize that being a good correctional officer has nothing to do with sex, or size, or race. It's a matter of ability and the desire to help."

chief correctional supervisor

"I've been a correctional officer for over 20 years, and I've seen a great many changes . . . One of the most obvious is the nature of the facilities that we work in . . . The big, fortress-like, rural structures are giving way to smaller, more pleasant institutions located near urban areas."

correctional officer





Copies of the report, Women Police Officers: A Personnel Study, will be available July 1981. Please contact, Information Coordinator, Police Foundation, 1909 K Street, NW, Suite 400, Washington, DC 20006 for cost information at that time.

THE OPPORTUNITY

To help inmates function successfully on their return to society, the Federal Prison System has developed a number of innovative, intensive corrections programs. These programs require a staff of highly trained, highly motivated correctional professionals.

The largest group of line staff who also have the most direct day-to-day contact with inmates are the Correctional Officers.

The Correctional Officers' presence, informal contact, and influence give them the greatest opportunity to help an individual inmate, the field of corrections, and society.

for women

Women are employed as Correctional Officers at all Federal Prison System institutions except maximum security penitentiaries in Atlanta, GA, Leavenworth, KS, and Marion, IL. Like their male counterparts, female officers rotate among the various post and shift assignments within an institution. The D.C. Department of Corrections also employs female Correctional Officers.

for advancement

After one year of satisfactory service, a Correctional Officer may be advanced to the next higher grade level. Advancement beyond that depends upon available vacancies, personal performance and demonstrated ability. Opportunities for training and education are available both during and after duty hours.

A strong internal merit promotion system allows advancement to correctional treatment specialist, teacher, and managerial positions.

for training

The Federal Prison System recognizes its commitment to provide Correctional Officers with the neces-

sary knowledge and skill in working with the incarcerated. To insure that each employee is properly trained, the Bureau provides:

- 160 hours of formal training within the first year of employment,
- 120 hours of specialized training at residential training centers (located in Atlanta and Denver),
- refresher courses at the residential training centers at least once every three years, and
- a full-time staff member at each institution to manage and coordinate standardized and specialized training programs.

for variety

To provide a variety of experiences and to be fair to all employees, work and shift assignments are rotated on a quarterly basis. Additional compensation is paid for evening and Sunday-Holiday work. Work is performed both inside and outside depending on the nature of the assignment. Uniform clothing is provided by the prison service.

THE CHALLENGE

These opportunities become challenges as the correctional officer handles duties such as:

- enforcing the rules and regulations governing the operation of a correctional institution and the confinement, safety, health and protection of inmates. This may, at times, require arduous physical exertion in the subduing of recalcitrant inmates who may be armed or assaultive,
- supervising the various work assignments of inmates,
- counseling inmates on personal and family goals and problems, and
- participating as a member of the corrections team of Case Workers, Psychiatrists, Psychologists, Teachers and others working to help the individual inmate.

EMPLOYMENT INTERVIEW

All qualified candidates will be subject to an employment interview prior to final selection. Interviews will be held within the general area (approximately 250 miles, roundtrip) where the applicant resides. All candidates must pay expenses to interview site and first employment location.

NO WRITTEN TEST IS REQUIRED

BENEFITS

As a Correctional Officer, you will receive:

SALARY . . . As a beginning Correctional Officer you will be appointed as a GS-6 (after one year of successful performance promotion to GS-7). Salaries of federal employees are adjusted periodically. Current salary rates are available at Federal Job Information Centers.

INSURANCE . . . You may elect to be covered by group life insurance and health insurance for which the government shares in the cost.

RETIREMENT . . . Your retirement coverage entitles you to retire at 50 after 20 years of service. Retirement at age 55 after 20 years of service is mandatory. Retirement contributions and Federal and state taxes are deducted.

OTHER INFORMATION

Eligible competitors who have not been appointed must submit up-to-date information on their qualifications at intervals of not less than 10 and not more than 12 months, if they wish to remain active on the list of eligibles.

Information about citizenship, appointment, veterans' preference and other information is available from Federal Job Information Centers.

All qualified candidates will receive consideration for appointment without regard to race, creed, color, national origin, sex, political affiliation, or any other non-merit factor.

TO APPLY

Information on employment opportunities, the forms to file, and where to file can be found in the enclosed supplement. If a supplement is not enclosed, a copy can be obtained from the office having jurisdiction over the area where you wish to work (see facing page).

Applications will be accepted until further notice.



FEDERAL BUREAU OF PRISONS AND D.C. DEPARTMENT OF CORRECTIONS ARE EQUAL OPPORTUNITY EMPLOYERS



BASIC QUALIFICATION REQUIREMENTS

To become a Correctional Officer you must show that you have had a minimum of 3½ years experience. This experience must have been in one or more of the following or similar types of work:

- Supervisory or leadership experience.
- Teaching or instructing, especially with adults or disadvantaged groups.
- Enforcement of rules and regulations relating to safety, health or protection.
- Corrections or Rehabilitation.
- Counseling in a welfare or other social service agency.
- Interviewing and counseling.
- Sales work which involved extensive person-to-person relationships.

Additional knowledge and abilities may be required for some positions because of the concentration of inmates in distinct age, ethnic, cultural, or other specific groups in certain institutions. It is desirable for these institutions to have sufficient numbers of correctional officers who can successfully relate to the members of these groups. Selective placement consideration may be given to applicants having thorough knowledge and understanding of the customs, language patterns, and problems of specific groups of inmates.

NOTE: Pertinent UNPAID OR VOLUNTEER work will be credited on the same basis as paid employment.

SUBSTITUTION OF EDUCATION FOR EXPERIENCE

Education successfully completed in an accredited college, university or resident school above the high school level may be substituted as indicated below:

- (1) Two years of study successfully completed in a resident school above the high school level may be substituted for two years of general experience.
- (2) Successful completion of a full four-year course of college study may be substituted for three years of general experience.
- (3) One full semester of graduate study in correctional administration, criminology, penology, sociology,

or social work successfully completed in an accredited college or university may be substituted for 6 months of general experience, and is fully qualifying for grade GS-6.

QUALITY OF EXPERIENCE

For Grade GS-6, applicants must have had at least 6 months of general experience comparable in difficulty and responsibility to that of the next lower grade, or 1 year comparable to the second lower grade, in the Federal Service.

NON-QUALIFYING EXPERIENCE:

- Routine clerical - machine operation
- Non-Supervisory construction or production work
- Property maintenance
- Checker
- Clerk

BASIS OF RATING

All applicants will be evaluated on the description of experience and training described in the Standard Form 171 and on the response to Elements A, B, and C on the Supplemental Qualifications Statement for Correctional Officer.

AGE

At time of referral, applicants must not have passed their 35th birthday unless they have previously served in a Federal civilian law enforcement position covered by special civil service retirement provisions, including early or mandatory retirement. The maximum entry age limit has been established under the authority of Public Law 93-350 and the age limit constitutes an exception to normal age discrimination prohibitions contained in section 15 of the Age Discrimination in Employment Act. This age limit does not apply to correctional officer positions in the Department of Corrections, Government of the District of Columbia.

PHYSICAL EXAMINATION

All candidates will be subject to a thorough physical examination prior to entrance on duty and to investigation to determine their suitability for employment and their loyalty to the United States.



B. THE U.S. DEPARTMENT OF AGRICULTURE
OFFICE OF INSPECTOR GENERAL
OFFICE OF INVESTIGATION

CRIMINAL INVESTIGATOR (SPECIAL AGENT)

The primary responsibility of the Office of Investigation, Office of Inspector General, is to develop, direct, and operate a comprehensive Department-wide program to insure the honesty and integrity of officials, employees, and others in privity with the Department in the discharge of their functions by investigating suspected violations of the criminal laws of the United States.

Criminal Investigators in the Office of Investigation work out of seven regional offices located at: New York, NY; Hyattsville, MD; Atlanta, Ga.; Chicago, IL; Temple, TX; Kansas City, MO; and San Francisco, CA. They plan and conduct investigations relating to alleged or suspected violations of Federal laws, particularly, as they pertain to the work of the Department. This includes obtaining physical and documentary evidence, interviewing witnesses, examining files and records, performing undercover/surveillance work which is often extensive and dangerous. They also prepare investigative reports, assist U.S. Attorneys in the preparation of cases, testify at hearings and trials, monitor physical security at USDA complexes, and may even provide personal security for the Secretary of Agriculture and other high Department officials.

Performance of these duties frequently requires irregular unscheduled hours, personal risk, exposure to inclement weather, considerable travel (70% to 80%) and arduous exertion under adverse conditions. Investigators may also be required to relocate initially and thereafter relocate at the direction of management and may also be required to carry firearms. In addition, criminal investigators must be at least 21 years of age, in good physical health (a complete physical examination is required), and possess and maintain a valid state driver's license to operate a privately owned motor vehicle. A high degree of integrity, reliability, impartiality, good judgment, communicative ability, resourcefulness, tact, and diplomacy are a necessity.

Applicants for positions at all levels must have a minimum of three years of general work experience of a progressively responsible nature which has required the ability to work and deal with individuals and groups; skill in collecting and assembling pertinent facts; the ability to prepare clear, concise reports, and the ability and willingness to accept responsibility. A bachelor's degree may be substituted for general experience.

At the GS-5 level, no specialized experience is required. The GS-7 level requires one year of specialized experience; GS-9 requires two years; and GS-11 three years. Specialized experience is progressively responsible experience in criminal investigative work such as:

- (1) Military investigative experience consisting of the conduct or supervision of security, intelligence, or criminal cases, the preparation of comprehensive documented reports, and responsibility for testifying in court;

THE OPPORTUNITIES ARE NATIONWIDE

Correctional Officers are employed by the U.S. Department of Justice, Federal Prison System in the institutions shown below and by the D.C. Department of Corrections, Washington, D.C.



Region 1: North East Region

Pittsburgh Area Office, Office of Personnel Management
Federal Building, 1000 Liberty Avenue
Pittsburgh, Pennsylvania 15222

Region 2: South East Region

Atlanta Area Office, Office of Personnel Management
Federal Office Building, 275 Peachtree St., N.W.
Atlanta, Georgia 30303

Region 3: North Central Region

St. Louis Area Office, Office of Personnel Management
1520 Market Street, St. Louis, Missouri 63103

Region 4: South Central Region

Albuquerque Area Office, Office of Personnel Management
421 Gold Avenue, S.W., Albuquerque, New Mexico 87101

Region 5: Western Region

Phoenix Area Office, Office of Personnel Management
522 North Central Ave., Phoenix, Arizona 85004

Region 6: Washington, D.C. Metropolitan Area

Washington Area Office, Office of Personnel Management
1900 E. St., N.W., Washington, D.C. 20415

Penitentiaries

Atlanta, Georgia
Leavenworth, Kansas
Lewisburg, Pennsylvania
Marion, Illinois
McNeil Island,
Washington
Terre Haute, Indiana

Federal Detention Centers

El Paso, Texas
Florence, Arizona

Federal Correctional Institutions

Alderson, West Virginia
Ashland, Kentucky
Bastrop, Texas
Danbury, Connecticut
El Reno, Oklahoma
Englewood, Colorado
Ft. Worth, Texas
La Tuna, Texas

Lexington, Kentucky
Lompoc, California
Memphis, Tennessee
Miami, Florida
Milan, Michigan
Morgantown, West Virginia
Oxford, Wisconsin
Petersburg, Virginia
Pleasanton, California
Sandstone, Minnesota
Seagoville, Texas
Tallahassee, Florida
Talladega, Alabama
Terminal Island, California
Texarkana, Texas

Metropolitan Correctional Centers

Chicago, Illinois
San Diego, California
New York, New York

Medical Center

Springfield, Missouri

Prison Camps

Allenwood, Pennsylvania
Big Spring, Texas
Boron, California
Eglin Air Force Base,
Florida
Maxwell Air Force Base,
Montgomery, Alabama
Safford, Arizona

Community Treatment Centers

Chicago, Illinois
Dallas, Texas
Detroit, Michigan
Houston, Texas
Kansas City, Missouri
Long Beach, California
New York, New York
Oakland, California
Phoenix, Arizona

Department of Corrections

Washington, D.C.

CJ. THE U.S. DEPARTMENT OF THE TREASURY
INTERNAL REVENUE SERVICE
INTERNAL SECURITY INSPECTOR

The Job

As an Internal Security Inspector you'll be a member of the Service's own investigative unit. Because our tax system of voluntary compliance rests on the confidence which taxpayers have in the IRS, the work which you perform is of utmost importance in maintaining the integrity of the Service. Taxpayers must be assured that our agency is free from corruption and that our employees are persons of the highest integrity.

By conducting many different types of investigations, you'll contribute greatly to the vital mission of the Service. You'll conduct background investigations of new and prospective employees, and investigations of alleged misconduct or illegal activities involving Service employees or outside parties, including attempts to bribe or corrupt employees. You will also investigate assaults or threats made against Service employees and the unauthorized disclosure of tax information. Aside from your normal responsibilities, you may be called upon to assist in conducting other activities such as investigations of other Treasury personnel, protection of the President.

Your job as an Internal Security Inspector will offer you an opportunity to meet and deal with individuals from all walks of life. You will be faced with many complex situations which will require you to make mature and thoughtful judgments. You must be alert to discover useful information and to act upon it.

Educational Qualifications

Applicants for Internal Security Inspector positions must have successfully completed four years of college level study which included or was supplemented by 24 semester hours of accounting and related subjects. If you have completed your college study, or will complete it within nine months, you can be considered for a GS-5 position.

If you meet one of the following requirements you can qualify for a GS-7 position:

Upper third standing in your class, or

A 2.90 or better average in courses completed at time of application or completed during the last two years of study, or

A "B+" (3.5) average or better (or equivalent) in courses completed at time of application or completed during the last two years of study, in either of the following major fields: police science, police administration, criminology, law enforcement, or business administration subjects (e.g., accounting, economics and finance), or

Election to membership in one of the national scholastic societies (other than freshman honor societies) which meet the minimum requirements of the Association of College Honor Societies, or

Have completed one full year of graduate study in police science, police administration, criminology, law enforcement, or business administration subjects.

If you have already received a Masters degree or have completed two years of graduate

- (2) Investigation of complex casualty or insurance claims which included a substantial number of cases involving suspected crimes or alleged fraud;
- (3) Investigation of criminal cases for practicing attorneys, requiring the use of recognized investigative methods and techniques;
- (4) Experience in the general practice of criminal law, including court appearances, suspect interviewing, and complex criminal investigative work;
- (5) Experience as uniformed law officer where principal duties (at least 50% of the time) were criminal investigations requiring surveillance, undercover work, and a variety of other investigative methods and techniques.

One full year of academic graduate education may be substituted for one year of specialized experience. Completion of all requirements for a master's degree or two full academic years of graduate education in law enforcement, police administration, criminology, or directly related fields meet the requirements for positions at the GS-9 level, as do at least six years legal and pre-legal education resulting in an L.L.B. or J.D. degree.

The quality of experience obtained is also a very important factor. Possession of the required years of experience and training for any given grade will not in and of itself, necessarily be accepted as meeting the experience and training requirement for that grade.

Applicants for entry level positions at GS-5 and GS-7 who do not have appointment eligibility based on appropriate current or prior federal service must first obtain eligibility through the U.S. Civil Service Commission's Professional and Administrative Career Examination (PACE), Announcement #429. Applicants for positions at the GS-9 and GS-11 level must file under the Mid-Level Announcement with the Civil Service office in the region in which they wish to work. Contact your local U.S. Civil Service Commission office for specific information regarding these announcements. Applicants who have eligibility for appointment based on appropriate current or prior Federal Service may apply directly to the Office of the Inspector General, Personnel Management Staff, Room 17-E, Washington, DC 20250.

study in any of the above-named fields; or if you have an LL.B. or J.D. degree you may qualify for a GS-9.

Training and Development

The training which you'll receive as an Internal Security Inspector is specifically designed to develop your investigative skills and techniques.

As a new appointee you will join with employees from the other Treasury bureaus at the Treasury Law Enforcement School for approximately six weeks of intensive highly specialized training in basic investigative and law enforcement techniques. There, under the guidance of skilled instructors, you'll study subjects such as rules of evidence, surveillance techniques, courtroom demeanor and the use of firearms. You will also attend the Internal Security Basic School.

The on-the-job training as well as the classroom training which you'll receive is carefully planned to develop and sharpen your professional skills and to prepare you to reach journeyman level performance. Additional training is offered in various in-Service and outside programs. You'll be encouraged to participate in additional training courses to enrich your development and to enhance your advancement opportunities.

Future Opportunities

Promotions are not automatic. However, if you develop and progress as expected, you will normally be promoted to the GS-9 level at the end of a year if you enter at the GS-7, or in two

years if you entered as a GS-5.

Once you reach the GS-9 level you will be assigned more progressively responsible duties. You should be promoted to the GS-11 following another year of satisfactory performance. Promotions to positions above the GS-11 level are made as vacancies occur. If your performance is satisfactory you will be considered along with other eligible candidates for these positions.

How to Apply

In addition to meeting certain educational and physical requirements for the Internal Security Inspector position, you must compete in the Treasury Enforcement Agent Examination. To obtain information on the TEA Examination you should contact the Civil Service Commission Area Office for the location where you wish to be employed.

Internal Security Inspectors are employed in IRS offices throughout the United States. If you are interested in being considered for an Internal Security Inspector position send a brief resume and a copy of your "Notice of Rating" from the TEA Examination to the IRS Regional Office(s) where you wish to be employed. If possible you will be placed in the office of your choice.

Equal
Opportunity
Employer

Department of the Treasury
Internal Revenue Service
Publication 823 (Rev. 1-77)

C1. THE U.S. DEPARTMENT OF THE TREASURY INTERNAL REVENUE SERVICE

SPECIAL AGENT

The Job

As a Special Agent you will hold a position of high esteem in the Internal Revenue Service which will offer you a feeling of fulfillment in the performance of a worthwhile and important responsibility. Your duties will require you to investigate charges of criminal and civil violations of Internal Revenue laws, generally involving tax fraud. You will be investigating to determine if there is sufficient evidence to recommend prosecution for willful attempts to violate Federal tax laws or to recommend the imposition of civil fraud penalties.

In performing the duties of a Special Agent you will be given investigative assignments as difficult, complex and challenging as any within the realm of Federal inquiry. You will be contacting and dealing with people from all walks of life—individual proprietors, officers, owners, directors and executives of large and small business enterprises, corporations and entities, professionals in all callings, and those involved in illegal activities. You will find it necessary to be qualified in the skills of an accountant, attorney or criminal investigator in pursuing, uncovering and evaluating the evidence to be secured from these persons, many of whom will be reticent, openly hostile or intentionally misleading. You must be especially skilled in oral and written communications to successfully interview and interrogate taxpayers and witnesses and to report your findings. You may

conduct surveillances, serve as a witness in civil and criminal trials, and occasionally participate in making arrests.

Educational Qualifications

To qualify for a GS-5 position you must have completed four years of college level study, including at least 24 semester hours in accounting and related subjects. In addition to meeting these basic requirements you must establish eligibility on the Treasury Enforcement Agent Examination and meet certain physical requirements. The Treasury Enforcement Agent Examination is a written test used to measure investigative aptitudes.

If you meet the GS-5 requirements and one of the following you may qualify for a GS-7 Special Agent position:

Upper third standing in your class, or

A 2.80 or better average in courses completed at time of application or completed during the last two years of study, or

A "B+" (3.5) average or better (or equivalent) in courses completed at time of application or completed during the last two years of study, in one of the following major fields: police science, police administration, criminology, law enforcement, or business administration subjects, or

Election to membership in a national scholastic society which meets the minimum requirements of the Association of College Honor Societies, or

An LL.B. or J.D. degree, or

One full year of graduate study or a Masters degree in any of the subjects previously listed.

Training and Development

Once you are appointed to a Special Agent position you will enter an intensive training program conducted in Washington, D. C. This training will last for 6 to 8½ weeks and will involve agents from other bureaus of the Treasury Department in a study of basic investigative and law enforcement techniques.

Your initial training is supplemented by five weeks of additional classroom training in income tax law and seven weeks in evidence, court procedures and other subjects related specifically to your work as a Special Agent. Additional training, on-the-job and in class, is carefully planned to further sharpen your ability for work of great responsibility.

Future Opportunities

Promotions are not automatic. Normally, however, trainees who perform satisfactorily and develop as expected will be promoted to the GS-9 level in one or two years depending upon whether they enter at the GS-5 or the GS-7 level. Following continued satisfactory performance and further advanced training involving progressively more responsible duties you can expect to be promoted to the GS-11 level in another year.

How to Apply

To obtain a copy of the Treasury Enforcement Agent Announcement you should contact your College Placement Officer or write to the Treasury College Recruitment Coordinator for Law Enforcement for the location where you wish to be employed. Once you've submitted the required information to the recruiter, you will be scheduled to take the written test and furnished any additional forms to complete your application.

Applicants must not have reached their 35th birthday in order to be considered for this job.

Equal
Opportunity
Employer

Department of the Treasury
Internal Revenue Service
Publication 822 (Rev. 1-77)

FOOTNOTES

1. News and Notes, "Discrimination," Crime and Delinquency, April 1975, p. 185 as cited in Peter Horne, "Policewomen: 2000 A.D." (unpublished work, St. Louis Community College at Meramec, 1978), p. 3.

CAREERS IN FEDERAL LAW ENFORCEMENT

Department of Justice

- Federal Bureau of Investigation
- Bureau of Prisons
- U.S. Marshal's Service
- Drug Enforcement Administration
- Immigration and Naturalization Service

Department of the Treasury

- Bureau of Customs
- U.S. Secret Service
- Bureau of Alcohol, Tobacco and Firearms
- Federal Law Enforcement Training Center
- Internal Revenue Center

Department of the Interior

- U.S. Park Police
- Fish and Wildlife Service

Department of Housing and Urban Development

- Office of Inspector General

Department of Commerce

- National Oceanic and Atmospheric Administration (NOAA)

Department of Agriculture

- Office of Inspector General

PART IV

NOTES ON EMPLOYMENT

A. Careers in Federal Law Enforcement

B. Women in Federal Law Enforcement
Task Force

WOMEN IN FEDERAL LAW ENFORCEMENT TASK FORCE

Whereas, it has been determined by a careful review of statistics and other information that the percentage and number of women in the Federal law enforcement sector is extremely low, a Task Force has been established to study the reasons for this occurrence and to deal constructively with the problems encountered by the women who enter law enforcement occupations. This Task Force, sponsored by the U.S. Office of Personnel Management, will implement actions designed to fulfill the objectives of the Task Force listed below:

OBJECTIVES

1. To identify barriers to the hiring, promotion and equitable treatment of women in federal law enforcement and recommend solutions to these problems.
2. To identify recruitment sources, participate in recruitment activities, and monitor agency recruitment efforts for implementation of FEORP goals.
3. To identify problems encountered by women in law enforcement positions, provide a forum for discussion of these problems and their solutions, and establish an information-sharing and support network for women interested in or already employed in federal law enforcement positions.
4. To monitor agency plans (AAP) and activities concerning hiring and promotion of women in law enforcement positions, provide feedback to these agencies on overall and individual agency progress, and make recommendations to assist agencies in the development and improvement of career opportunities.

Women in Federal Law Enforcement Task Force

Membership Roster

Department of Justice

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Gayle Bullington Federal Bureau of Investigations Ninth & Penn. Ave., NW - Rm 5121 Washington, DC 20535	324-4128

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National Park Service
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Washington, DC 20242

Gloria Inniss 343-4801
U.S. Fish & Wildlife Service
EEO Office
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Washington, DC 20240

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END