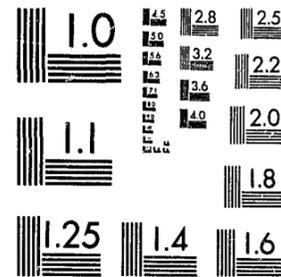


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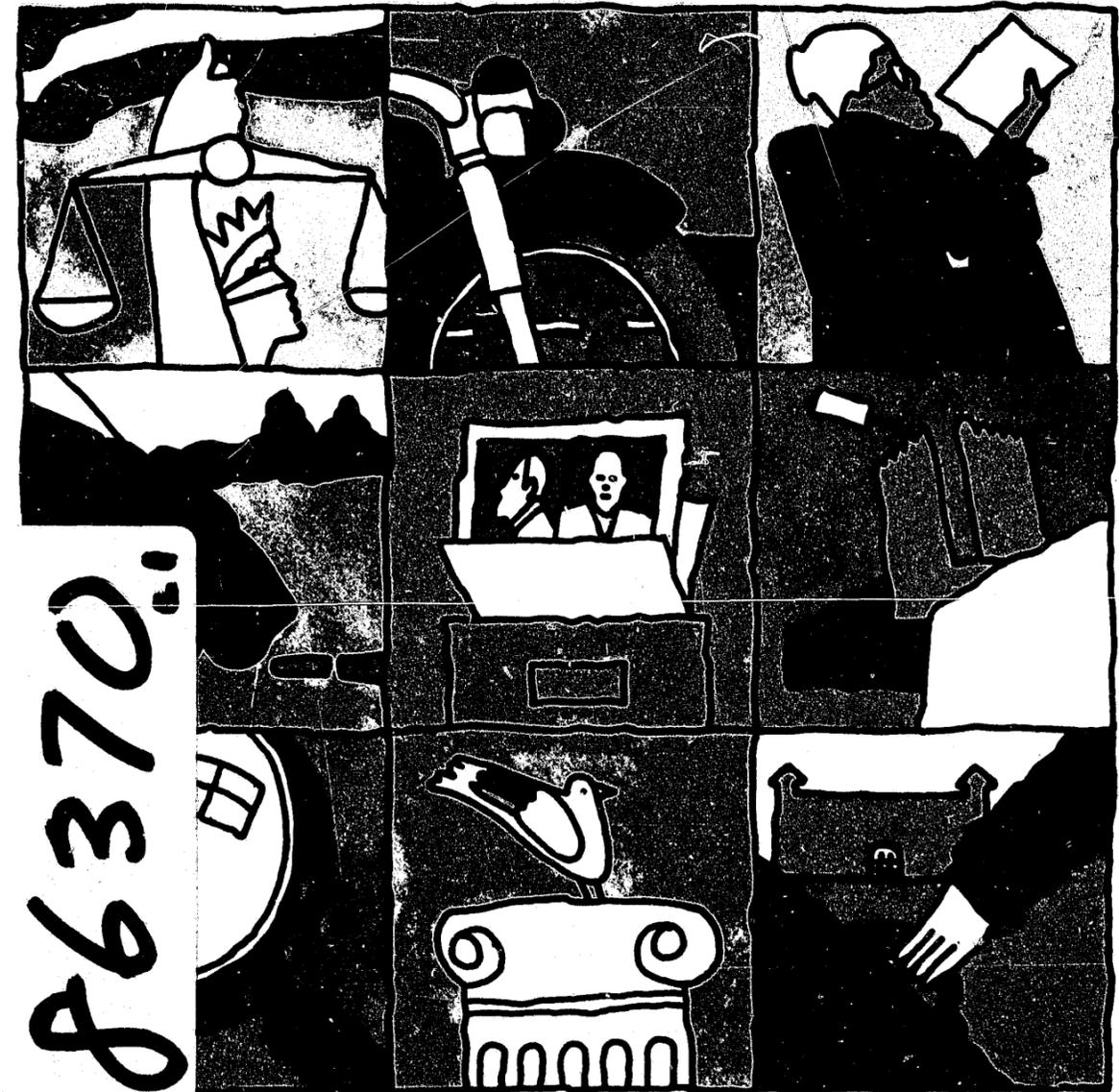
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## Criminal Justice Careers Guidebook

U.S. Department of Labor  
Employment and Training Administration



U.S. Department of Justice



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# Criminal Justice Careers Guidebook

U.S. Department of Labor  
Raymond J. Donovan, Secretary  
Employment and Training Administration  
1982



U.S. Department of Justice  
William French Smith, Attorney General

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**Foreword by Warren E. Burger,  
Chief Justice of the United States**

Our national concern for justice is an American tradition closely related to our struggle for independence. The shape and substance of the American criminal justice system depend upon the quality of the individuals who make up the system's total personnel. The life of each of us is affected daily by our laws and judicial system. We should ensure that this national system of justice reflects the highest standards of fairness and competence. To this end we welcome all who are willing to invest their talents and dedication to the field of criminal justice.

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**Introductory Statement by Homer F. Broome, Jr.,  
Former Administrator, Law Enforcement Assistance  
Administration, U.S. Department of Justice**

This first edition of the *Criminal Justice Careers Guidebook* will serve as a valuable contribution in counseling high school and college students, as well as the general public, in making decisions about criminal justice careers.

For the first time, in a publication of this type, a myriad of interesting positions in the criminal justice field are described. Information is given about where to obtain additional material so that individuals can make decisions early in life about career goals in the field of criminal justice.

This cooperative effort of the U.S. Department of Labor and the U.S. Department of Justice is an indication of the importance both agencies place on the *Guidebook*. We hope that this first joint *Guidebook* effort between our agencies will be as useful as the other *Career Guidebooks* published by the Department of Labor.

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**Introductory Statement by Richard Gilliland  
Administrator, U.S. Employment Service**

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The *Criminal Justice Careers Guidebook* provides a major picture of occupations and the occupational structure of the American criminal justice system. The U.S. Employment Service of the Employment and Training Administration, U.S. Department of Labor, with the cooperation of the U.S. Department of Justice, has developed this document to answer a long standing need for detailed information on criminal justice occupations. Many local and State agencies have generously contributed to the development of this publication. The wide range of occupations, described in extensive detail not before available, make the *Criminal Justice Careers Guidebook* a unique and versatile document.

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## Acknowledgments

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The U.S. Employment Service's Career Guidebook Series was produced under the planning and direction of Jules Spector of the U.S. Employment Service.

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Major responsibility for the cooperative efforts of the U.S. Department of Justice belongs to Larry Giddings.

Grateful acknowledgement is made to Julia T. McGraw and Richard L. Mathews of the U.S. Department of Labor.

Special appreciation is due to the following representatives of the U.S. Department of Justice: J. Price Foster, Jean F. Moore, Nick Papas, John Lucey, and Dennis R. Murphy.

Completion of this publication would have been impossible without the assistance of many individuals in criminal justice agencies throughout the United States who provided data and technical assistance. We wish to express our appreciation to the following agencies in the U.S. Department of Justice, Washington, D.C.: Law Enforcement Assistance Administration, Federal Bureau of Investigation, Drug Enforcement Administration, U.S. Marshals Service, Immigration and Naturalization Service; to the agencies in the U.S. Department of the Treasury, Washington, D.C.: U.S. Secret Service, U.S. Customs Service, Internal Revenue Service, Criminal Investigation Division; Internal Revenue Service, Internal Security Division; Bureau of Alcohol, Tobacco, and Firearms. Also, the U.S. Postal Service, Washington, D.C.; U.S. Office of Personnel Management, Washington, D.C.; Police Foundation, Washington, D.C.; International Association of Chiefs of Police, Gaithersburg, Md., National Sheriff's Association, Washington, D.C.; National Institute of Law Enforcement and Criminal Justice, U.S. Department of Justice, Washington, D.C.; Bureau of Labor Statistics, U.S. Department of Labor, Washington, D.C.; New York City Police Department, New York, N.Y.; Chicago Police Department, Chicago, Ill.; Los Angeles Police Department, Los Angeles, Calif.; Plainfield Police Department, Plainfield, N.J.; Rockland County Sheriff's Department, New City, N.Y.; New York State Police, New York, N.Y.; Nassau County Police Department, Mineola, N.Y.; Suffolk County Police Department, Yaphank, N.Y.; Bureau of Prisons, U.S. Department of Justice, Washington, D.C.; Metropolitan Correctional Center, New York,

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N.Y.; New York State Department of Correctional Services, Albany, N.Y.; New York City Department of Correction, New York, N.Y.; Federal Pretrial Services Agency, New York, N.Y.; Missouri Occupational Analysis Field Center, St. Louis, Mo.; National Council on Crime and Delinquency, Hackensack, N.J.; National Center for State Courts, Williamsburg, Va.; Institute of Judicial Administration, Inc., New York, N.Y.; National Registry for Correctional Services, Washington, D.C.; and Office of the Court Administrator in the 50 States, Washington, D.C., American Samoa, Guam, and Puerto Rico.

We gratefully acknowledge the assistance provided by the following during the research phases of this project: Professor Eileen Rowland, Chief Librarian, John Jay College of Criminal Justice, N.Y.; Lucy B. Sachs, Librarian, Fort Lee Public Library, Fort Lee, N.J.; Ashley Hibbard, Librarian, Labor Staff Academy Library, New York State Department of Labor, New York, N.Y.; and the National Criminal Justice Reference Service, Law Enforcement Assistance Administration, U.S. Department of Justice, Washington, D.C.

Photo Sources: United States Department of Labor, United States Supreme Court, Judicature, First Judicial District, State of Wisconsin, Walter F. Atwood, National Shorthand Reporters Association, and the District of Columbia Metropolitan Police Department.

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## Choosing a Criminal Justice Career

To men and women exploring career possibilities the criminal justice field is worthy of consideration. It offers a range of opportunities suited to a variety of interests. The diverse kinds of jobs, both professional and nonprofessional, in the field, provide satisfying and rewarding careers that contribute to certain common societal goals: the prevention and control of crime, the protection of society, justice for the individual, and rehabilitation of the offender. The criminal justice system is composed of three major segments—law enforcement, the judiciary, and corrections—offering employment prospects in the different but closely related areas of enforcement, the courts, probation, institutional training and treatment, and parole and aftercare services.

For success in a criminal justice career, the individual should have traits such as maturity, dedication, emotional stability, and personal integrity. Other desirable characteristics are sound interpersonal and communications skills, an interest in people and their problems, and the desire to help others achieve social adjustment. Objectivity and the ability to learn to exercise authority wisely and fairly are also necessary.

Educational preparation is essential to success in a criminal justice career, and high school graduation provides the base upon which to build. Depending on the careers selected, a high school diploma, some college, or a college degree will be needed to qualify for entry. High school students considering careers that require college training

should consult guidance counselors about the availability of college programs, entry requirements, and potential scholarship opportunities. Information in this *Guidebook* may be supplemented by books and pamphlets from public libraries about career choices, contact with officials of Federal, State, and local criminal justice agencies in the community, and announcements from various civil service information offices. The more information gathered now, the sounder the career decision will be.

When an individual lacks the qualifications for a first choice of career in criminal justice, he or she should look further into this enormous field, where prospects are many for finding related careers offering opportunities for personal contribution and satisfaction.

## Criminal Justice Education

American higher education now consists of about 3,000 colleges and universities that enroll over 11 million students. There are 160 universities, over 1,700 other 4-year institutions, and over 1,100 2-year institutions.

In terms of employment and the nation's workforce, higher education is the source of virtually all the high-level professional, scientific, and managerial workers, and many of its middle level workers. Because the economy has moved into a postindustrial period, it is increasingly the

source of lower level specialists and technicians. In the latter case, the two-year community college is replacing the high school as a major junction between formal education and the world of employment.

Within this complex educational system, the field of criminal justice education is developing its own place.

An increasing number of police and correctional agencies have recognized the importance of college education in criminal justice and have established an associate degree as an entrance requirement. Some require a bachelor's degree. Probation, parole, and juvenile correctional agencies usually require a bachelor's or master's degree. Agencies are encouraging employees to return to college part time in

order to meet the changing educational requirements.<sup>1</sup>

For some jobs, in certain areas of the country, no academic training beyond high school, or its equivalent, is needed. Qualifying experience in lieu of high school graduation is accepted in some criminal justice agencies. Age and other requirements also must be met for entry jobs. The following are examples of some entry jobs: Correction Officer; Jail Officer; Attendant, Children's Institution; Police Officer; and Deputy Sheriff.

<sup>1</sup>*Criminal Justice Education: The End of the Beginning — Summary of Methods and Findings* (New York: John Jay College of Criminal Justice, 1978).

**Table 1.**  
Number of Criminal Justice Degree Programs Available

States, Commonwealths, and Territories	No. of Schools	Certificate	Associate	Baccalaureate	Master's	Doctorate	States, Commonwealths, and Territories	No. of Schools	Certificate	Associate	Baccalaureate	Master's	Doctorate
Alabama	20	3	31	31	19		Nevada	4	2	8	2		
Alaska	4	1	20	1			New Hampshire	3	2	4	3		
Arizona	13	6	21	9	9		New Jersey	18	3	23	11	1	1
Arkansas	6	2	6	2	1		New Mexico	5		6	2		
California	80	79	180	31	21	3	New York	48	10	64	43	13	2
Colorado	12	12	10	4	6	1	North Carolina	36	2	50	12	1	
Connecticut	10	3	19	6	3		North Dakota	1		3			
Delaware	5	1	11	2			Ohio	32	6	38	25	3	
District of Columbia	1		2	2	2		Oklahoma	16	7	22	15	2	
Florida	33	22	71	16	11	1	Oregon	11	4	20	8	8	1
Georgia	19	1	20	16	4		Pennsylvania	34	23	51	33	12	2
Guam	1	2	2	2	1		Puerto Rico	1		1			
Hawaii	5		4	3			Rhode Island	3		2	3	1	
Idaho	2	3	3				South Carolina	16	1	12	6	1	
Illinois	40	19	40	29	9		South Dakota	5		4	5	1	
Indiana	9	1	20	12	4		Tennessee	12		13	15	3	
Iowa	15	4	16	9			Texas	44	16	71	30	7	1
Kansas	16	3	30	12	6		Utah	2	1	3	5	2	
Kentucky	8		16	17	6	2	Vermont	2		1	1		1
Louisiana	9	1	7	6	2		Virgin Islands	1		2			
Maine	4		6	1			Virginia	22	17	31	7	2	
Maryland	12	16	21	2	2	2	Washington	22	7	46	19	7	
Massachusetts	18	2	14	12	4	2	West Virginia	9	2	10	5	1	
Michigan	27	6	41	24	5	2	Wisconsin	21	8	12	21	1	
Minnesota	14	2	10	9	2		Wyoming	6		16	2		
Mississippi	13	3	9	8	3	1	U.S. (total)	810	317	1,198	589	197	24
Missouri	28	13	44	41	7	1	Canada (total)	6	9	11			
Montana	3		2	2	1	1	GRAND TOTAL	816	326	1,209	589	198	24
Nebraska	9	1	9	7	3								

Source: *Criminal Justice Education Directory, 1978-80* (Gaithersburg, Md.: International Association of Chiefs of Police, 1978).

**Table 2.**  
Educational Attainment of All Sworn Law Enforcement Personnel in 1974 and Projections to 1980 and 1985

Years of education completed	1974		1980		1985	
	Number	Percent	Number	Percent	Number	Percent
Total	498,857	100.0	597,000	100.0	636,900	100.0
8 or less	13,794	2.8	13,566	2.3	11,793	1.8
9-11	38,845	7.8	28,370	4.7	17,015	2.7
12	214,777	43.0	177,031	29.7	129,274	20.3
13-15	187,701	37.6	293,697	49.2	360,376	56.6
16 or more	43,740	8.8	84,336	14.1	118,442	18.6
Subtotal:						
One year or more of college	231,441	46.4	378,033	63.3	478,818	75.2

Source: *The National Manpower Survey of the Criminal Justice System, Vol. II, Law Enforcement* (Washington: U.S. Department of Justice, National Institute of Law Enforcement and Criminal Justice, 1978).

**Table 3.**  
Criminal Justice Personnel Enrollment Data

States, Commonwealths, and Territories	Police personnel	Judicial personnel	Correctional personnel	States, Commonwealths, and Territories	Police personnel	Judicial personnel	Correctional personnel
Alabama	605	72	198	Nevada	243	12	173
Alaska	10	2	2	New Hampshire	41	3	5
Arizona	423	17	35	New Jersey	1,331	58	191
Arkansas	221	8	47	New Mexico	97	10	5
California	9,324	553	2,331	New York	4,807	210	822
Colorado	199	12	77	North Carolina	1,026	51	268
Connecticut	449	39	137	North Dakota	27	2	14
Delaware	78	21	23	Ohio	1,343	91	597
District of Columbia	NR	NR	NR	Oklahoma	206	10	328
Florida	2,081	262	835	Oregon	471	23	193
Georgia	485	76	244	Pennsylvania	2,272	176	737
Guam	3	1		Puerto Rico	144	1	
Hawaii	257	1	16	Rhode Island	NR	NR	NR
Idaho	26	2	2	South Carolina	365	20	70
Illinois	1,031	45	128	South Dakota	180	26	24
Indiana	262	12	101	Tennessee	730	17	44
Iowa	118	13	49	Texas	2,041	306	809
Kansas	312	16	91	Utah	300	10	60
Kentucky	1,712	115	450	Vermont	1	1	1
Louisiana	266	2	40	Virgin Islands	75	20	5
Maine	100			Virginia	1,677	38	432
Maryland	1,316	54	404	Washington	430	1,192	150
Massachusetts	928	58	135	West Virginia	248	23	134
Michigan	1,326	135	265	Wisconsin	986	9	66
Minnesota	104	8	107	Wyoming	95	2	25
Mississippi	310	20	122	U.S. (total)	42,233	3,944	11,489
Missouri	1,033	83	454	Canada (total)	204	75	200
Montana	30		30	GRAND TOTAL	42,437	4,019	11,694
Nebraska	88	6	20				

Source: *Criminal Justice Education Directory, 1978-80* (Gaithersburg, Md.: International Association of Chiefs of Police, 1978). NR = None reported.

**Table 4.**  
**Estimated Annual Recruitment Needs in Selected Criminal Justice Occupations: Actual, Fiscal Year 1974;**  
**Projected, 1975-80 and 1980-85**

Occupation	Actual, FY 1974 <sup>a</sup>	Projected (annual average)	
		1975-80	1980-85
<b>Sworn police officers</b>			
Total recruitment needs	61,700	50,400	56,400
Replacements	45,600	37,000	48,900
Growth	16,100	13,400	7,500
<b>Custodial officers, State institutions</b>			
Total recruitment needs	13,400	9,500	12,400
Replacements	8,600	7,100	10,500
Growth	4,800	2,400	1,900
<b>Child care workers</b>			
Total recruitment needs	6,000	3,900	4,700
Replacements	5,200	3,700	4,600
Growth	800	200	100
<b>Probation and parole officers</b>			
Total recruitment needs	4,800	3,800	4,600
Replacements	3,100	2,600	3,700
Growth	1,700	1,200	900
<b>Prosecutors</b>			
Total recruitment needs	7,200	6,700	9,600
Replacements	5,100	4,400	1,600
Growth	2,100	2,300	8,000
<b>Defenders</b>			
Total recruitment needs	1,200	1,000	1,400
Replacements	800	800	1,100
Growth	400	200	300
<b>Judges<sup>b</sup></b>			
Total recruitment needs	700	500	600
Replacements	400	400	500
Growth	300	100	100

<sup>a</sup>Estimates for FY 1974, except for judges, are based on an NMS Executive Survey, 1975. Estimated employment growth for judges is based on an average annual growth in employment of judges of 4.9 percent for the period 1970-74, from Council of State Governments, *State Court Systems*, 1970, 1974.

<sup>b</sup>Estimates are for general jurisdiction and State appellate courts only.

Source: *The National Manpower Survey of the Criminal Justice System*, Vol. VI: *Criminal Justice Manpower Planning* (Washington: U.S. Department of Justice, National Institute of Law Enforcement and Criminal Justice, 1978).

**Table 5.**  
**Projected Police Protection Employment, by Level of Government, 1974-85**

Type of agency	Number of full-time equivalent employees			Percentage increase 1974-85	Average annual growth rate 1974-85
	1974	1980	1985		
<b>Total</b>	539,000	654,000	718,000	33	2.6
City	366,000	428,000	454,000	24	2.0
County	83,000	110,000	129,000	54	4.0
State	90,000	116,000	135,000	53	3.9

Source: *The National Manpower Survey of the Criminal Justice System*, Vol. VI: *Criminal Justice Manpower Planning* (Washington: U.S. Department of Justice, National Institute of Law Enforcement and Criminal Justice, 1978).



**Table 6.**  
**Current and Projected Corrections Employment by Level of Government and Function**

Occupation	Number of full-time equivalent employees (thousands)			Percent distribution			Percent change 1974-85
	1974 <sup>a</sup>	1980	1985	1974	1980	1985	
<b>Total</b>	203	278	323	100	100	101	60
Adult institutions	106	145	167	52	52	52	58
Juvenile institutions	43	47	48	21	17	15	12
Probation/parole	46	75	96	23	27	30	109
Administrative and other	8	11	12	4	4	4	50
<b>State<sup>b</sup></b>	113	149	173	56	53	53	53
Adult institutions	66	90	104	33	32	32	58
Juvenile institutions	29	26	24	14	9	7	-17
Probation/parole	18	33	45	9	12	14	150
<b>Local<sup>b</sup></b>	81	118	138	40	43	42	70
Adult institutions	40	55	63	20	20	19	58
Juvenile institutions	14	21	24	7	8	7	71
Probation/parole	27	42	51	13	15	16	89

<sup>a</sup>The 1974 distribution of correction employment is from LEAA Census *Expenditure and Employment Data for the Criminal Justice System*, 1974, Tables 9, 45, 46, and 47. These estimates exclude employment in "miscellaneous" correctional agencies. 1980-85 NPA Projections.

<sup>b</sup>Estimates of total local employment by function were based on distributions of employment in 384 cities and 312 counties which represented 80 percent of total local corrections employment.

Source: *The National Manpower Survey of the Criminal Justice System*, Vol. VI: *Criminal Justice Manpower Planning* (Washington: U.S. Department of Justice, National Institute of Law Enforcement and Criminal Justice, 1978).

## Employment Trends in Criminal Justice

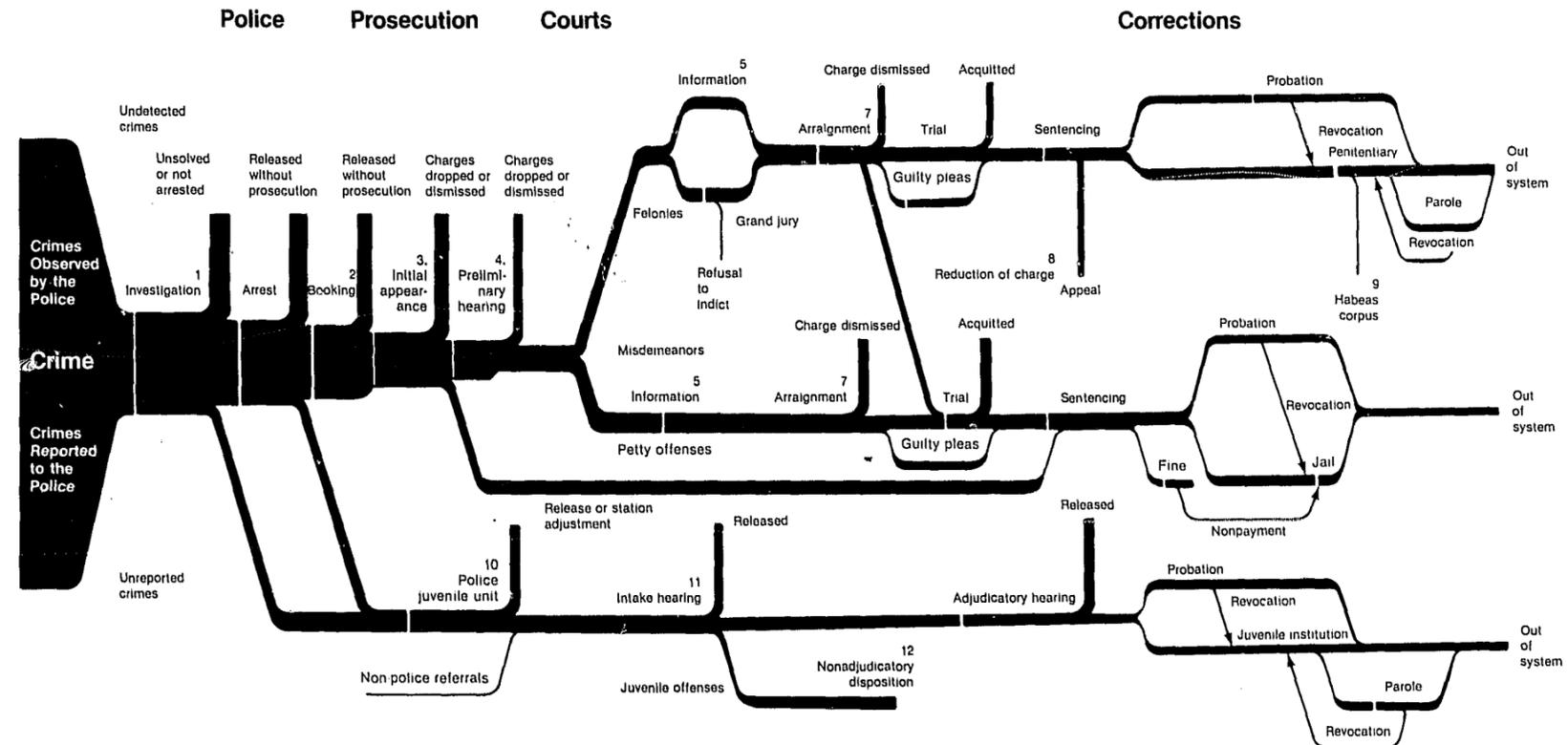
The field of criminal justice centers on the control of criminal behavior and on the maintenance of public order. It

includes the primary functions of law enforcement, prosecution, trial, and corrections, and the associated functions of probation and parole. These functions are performed by a variety of public agencies that include the police and other law enforcement units; prosecutors; courts; prisons and other kinds of correctional facilities; and probation and



**Chart 1.**  
**A General View of The Criminal Justice System**

This chart seeks to present a simple yet comprehensive view of the movement of cases through the criminal justice system. Procedures in individual jurisdictions may vary from the pattern shown here. The differing weights of line indicate the relative volumes of cases disposed of at various points in the system, but this is only suggestive since no nationwide data of this sort exists.



1. May continue until trial.
2. Administrative record of arrest. First step at which temporary release on bail may be available.
3. Before magistrate, commissioner, or justice of peace. Formal notice of charge, advise of rights. Bail set. Summary trials for petty offenses usually conducted here without further processing.
4. Preliminary testing of evidence against defendant. Charge may be reduced. No separate preliminary hearing for misdemeanors in some systems.
5. Charge filed by prosecutor on basis of information submitted by police or citizens. Alternative to grand jury indictment; often used in felonies, almost always in misdemeanors.
6. Reviews whether Government evidence sufficient to justify trial. Some States have no grand jury system, others seldom use it.
7. Appearance for plea; defendant elects trial by judge or jury (if available); counsel for indigent usually appointed here in felonies. Often not at all in other cases.
8. Charge may be reduced at any time prior to trial in return for plea of guilty or for other reasons.
9. Challenge on constitutional grounds to legality of detention. May be sought at any point in process.
10. Police often hold informal hearings, dismiss or adjust many cases without further processing.
11. Probation officer decides desirability of further court action.
12. Welfare agency, social services, counseling, medical care, etc., for cases where adjudicatory handling not needed.

Table 7. Judicial Employment by Type of Court: Actual, 1971, 1974; Projected, 1980, 1985

	Full-time equivalent employment (thousands)				Actual 1971-74	Projected 1974-85
	1971	1974	1980	1985		
Total judicial employment	86.1	102.7	135.3	161.1	22.4	14.8
Appellate	3.3	4.4	6.7	8.8	10.1	6.5
General jurisdiction	34.3	43.5	62.1	77.5	8.2	5.4
Limited	48.5	54.8	66.5	74.8	4.1	2.9

Source: *The National Manpower Survey of the Criminal Justice System, Vol. VI, Criminal Justice Manpower Planning* (Washington: U.S. Department of Justice, National Institute of Law Enforcement and Criminal Justice, 1978).



parole agencies. In recent years, public defenders and State planning agencies have become active participants.<sup>1</sup>

According to the *National Manpower Survey of the Criminal Justice System*, over 900,000 persons were employed in State and local criminal justice agencies in 1974. Of these, over 500,000 were employed in police protection agencies; approximately 175,000 in courts, prosecution and legal services, and public defender agencies; and over 200,000 in correction agencies.<sup>2</sup>

The *Survey* projects an increase through 1985 in job opportunities in law enforcement and criminal justice agencies, but at a slower rate than during the early 1970's. Tighter government budgets and an expected slowdown in crime rates for the period 1980-85 (as measured by the FBI

index for certain offenses) are the reasons given. Specific projections include the following:<sup>3</sup>

A greater increase in employment growth in the courts and the correctional sector than in law enforcement.

Rapid increase in employment growth in probation and parole agencies and in locally based juvenile correctional facilities in contrast to a decline in employment in noncommunity-based State juvenile facilities, such as training schools and detention centers. It is expected that the bulk of this increase will occur among support personnel (clerical staff, paraprofessionals, case aids) rather than among probation and parole officers.

In the courts, a more rapid growth in employment opportunities for nonjudicial personnel than for judges, reflecting increased requirements in this sector for administrative and technical support personnel and a

<sup>1</sup> *Criminal Justice Education: The End of the Beginning - Summary of Methods and Findings* (New York: John Jay College of Criminal Justice, 1978) p. 29.

<sup>2</sup> *The National Manpower Survey of the Criminal Justice System, Vol. VI* (Washington: U.S. Department of Justice, National Institute of Law Enforcement and Criminal Justice, Law Enforcement Assistance Administration, 1978), p. 44.

<sup>3</sup> *Ibid.*, pp. 43-74.

Table 8. Occupational Distribution of Police Employment 1974, 1980, 1985

Occupations	1974	1980	1985
Management			
sworn	7.30	7.19	6.96
nonsworn	0	0	0
Supervisor			
sworn	4.39	4.35	4.29
nonsworn	0	0	0
Patrol			
sworn	49.20	48.22	47.06
nonsworn	0	0	0
Investigation			
sworn	8.69	8.54	8.38
nonsworn	0	0	0
School crossing guards, meter checkers, trainees			
sworn	1.56	1.47	1.43
nonsworn	5.12	4.84	4.75
Dispatchers and communications			
sworn	0.94	0.93	0.88
nonsworn	3.80	4.29	4.60
Other direct support			
sworn	2.74	2.72	2.65
nonsworn	1.97	2.24	2.56
Professional, technical, administrative			
sworn	2.19	2.18	2.13
nonsworn	1.13	1.30	1.41
Clerical, crafts and service workers			
sworn	1.26	1.19	1.16
nonsworn	9.53	10.43	11.50
Total	99.82	99.89	99.76

Source: *The National Manpower Survey of the Criminal Justice System, Vol. VI, Criminal Justice Manpower Planning* (Washington: U.S. Department of Justice, National Institute of Law Enforcement and Criminal Justice, 1978).

trend toward reorganization and consolidation of the nation's lower courts.

A rapid increase in employment opportunities for prosecuting attorneys, with a lesser increase among support personnel (clerical, legal, investigative) employed in agencies providing prosecution and legal services. The projected increase will result from an increase in civil functions (for example, environmental protection and consumer protection) rather than in crime-related caseloads.

An increase in total employment in public defender agencies to a level almost double that of 1974. It is

expected that during this increase the ratios of attorneys to support personnel will remain substantially the same. This increase results in part at least from recent court decisions requiring that defense services be furnished to certain classes of offenders who are unable to pay for the services of an attorney.

A continuation of the trend toward increased use of civilians in administrative and technical support positions in police agencies that will result in a greater increase in nonsworn law enforcement personnel than in sworn officer personnel.

## Development of the Criminal Justice System in the United States





The criminal justice system in the United States has three major components - law enforcement, judiciary, and corrections. The following pages present the historical development of each of these components.

### Law Enforcement

When the first colonists arrived in America they brought with them the system of justice under which they had lived in England. In towns and villages of the North, where commerce and industry provided income, the watch system became the form of protection. Colonists who settled in the rural, agricultural communities of the South developed the county form of government, similar to that of England. Consequently, the southern areas adopted the office of sheriff of the county, while in the northern sections the office of constable of the watch evolved.

Early American justice was essentially rough justice. Punishment was swift and often severe, with ducking stools and stocks used throughout the colonies. In Jamestown, Va., for example, a code of conduct known as Dale's Law made the theft of food a capital offense.<sup>1</sup>

For more than 100 years, criminal justice was primarily a community responsibility, with volunteer citizens providing protection and town elders acting as judges. In Boston, the first formal nightwatch was established in 1631, and responsibility for guarding life and property belonged to the citizens of that city. Although the character and development of the criminal justice system differed among the colonies, each locality had an informal system that bore little resemblance to our present organization. The social, economic, and political forces of the post-Revolutionary period made change necessary. When it became obvious to community leaders that citizen volunteers would have

<sup>1</sup> Charles D. Edelstein and Robert J. Wicks, *An Introduction to Criminal Justice* (New York: McGraw-Hill Book Co., 1977), p. 2.

increasing difficulty providing sustained protective services, significant reforms were developed in the area of law enforcement.

In 1785, Boston organized the country's first detective force. In 1801, it became the first city to pass legislation providing for a permanent, paid, night watch.<sup>2</sup> Although formal law enforcement agencies were emerging, the officers continued to dress in civilian clothes, to be unarmed, and to live in the areas they policed. Between 1830 and 1865, as cities grew, crime steadily increased, pointing up the inadequacy of law enforcement methods and the need for a better system.

Widespread crime, however, was not solely an American problem; most of the major cities in Europe faced similar ones. In London during the 1820's, for example, crime flourished despite the fact that death by hanging was the penalty for over 160 criminal offenses. New approaches were needed during this period. The British Home Secretary, Robert Peel, convinced Parliament that despite better laws, crime could not be controlled without an organized public police force. In 1829, Parliament passed the Metropolitan Police Act, authorizing the formation of a police force of 1,000 men, later nicknamed "bobbies" after Robert Peel.

The Act marked the beginning of modern policing. The following are the fundamental principles of Peel's police philosophy:<sup>3</sup>

1. Police must be stable, efficient, and organized along military lines.
2. Police must be under government control.
3. Absence of crime will best prove the efficiency of the police.
4. Distribution of crime news is essential.
5. Deployment of police strength, both by time and area, is essential.
6. No quality is more indispensable to a policeman than a perfect command of temper; a quiet, determined manner has more effect than violent action.
7. Good appearance commands respect.
8. Securing and training of proper persons is at the root of efficiency.
9. Public security demands that every police officer be given a number.
10. Police headquarters should be centrally located and easily accessible to the people.
11. Policemen should be hired on a probationary basis.

<sup>2</sup> Ibid., p. 4.

<sup>3</sup> Ibid., p. 5.

12. Police records are necessary to the correct distribution of police strength.

American police forces were eventually patterned after the London force, but it was some time before Peel's reforms were put into effect. In 1838, Boston created a day force to reinforce its night watch; in 1844, the New York legislature passed a law creating the first 24-hour police organization.<sup>4</sup> New York, the first American city to adopt Peel's basic organizational principles, replaced the night watch with a unified municipal force that worked around the clock. Many cities throughout the country followed New York's example, and, by 1870, most cities had full-time police departments. At this period in history, however, lawlessness, mob rule, and violence were commonplace. Before the Civil War, police officers were poorly trained, underpaid, and ill equipped to deal with rising crime. Many officers were beaten by ruffians, others were irresponsible regarding enforcement of laws, and some engaged in corrupt practices. To resolve problems such as these, police administration was separated from the spoils system and placed in the hands of administrative boards. In some cases, various States took control of urban police agencies to try to root out corruption and inefficiency. State-controlled forces, however, were never fully accepted throughout the country because of politics and the desire in localities to preserve home rule.

Law enforcement at the Federal level grew at a very modest rate when compared with that of other governmental units, largely because of the legal responsibilities of State and local government in administering various functions. However, in addition to the Federal policing powers granted by the Constitution, rulings by the Supreme Court and legislative acts of Congress greatly increased this authority and power. Activities such as the minting of money, interstate commerce, and postal services required the creation of investigatory and protective agencies. Some of the early units created to deal with expanding Federal responsibilities are the following:<sup>5</sup>

The Revenue Cutter Service was formed in 1789 to prevent smuggling; Congress created the first Federal law enforcement officer, the U.S. Marshal.

The Post Office Inspection system was started in 1829 to investigate mail fraud.

Counterfeiting laws passed between 1842 and 1865 resulted in the formation of the U.S. Secret Service.

The Internal Revenue Service was authorized in 1868 to hire investigators to uncover violations.

<sup>4</sup> A.C. Germann, Frank D. Day, and Robert J. Gallati, *Introduction to Law Enforcement and Criminal Justice* (Springfield, Ill.: Charles C. Thomas Company, 1970), p. 59.

<sup>5</sup> Ibid., p. 61.

The Border Patrol was created in 1886 as part of the Customs Service to deal with problems of smuggling and immigration.

In 1870, the U.S. Department of Justice was formed.

Federal controls over the manufacture of liquor were initiated in 1913; in 1915, the control of narcotics traffic became a responsibility of the Internal Revenue Service.

Unique problems in law enforcement developed as our pioneers moved farther west. Because formal law enforcement agencies had not yet been developed, citizens banded together to provide protection for their families and property. Law was enforced in the West by vigilante committees, formal police, legal citizen police, and parapolice. Vigilante groups first developed in California and were made up of citizen volunteers who patrolled the towns to discourage lawbreaking. For the most part, these groups were not lynch mobs but concerned citizens forced to take collective action to protect their lives and property. Vigilante forms of policing were employed in many settlements throughout such States as Nevada, Montana, Arizona, and Colorado. Many of our law enforcement legends have their origins in the use of formal policing methods in the West. The first State police in this country, the Texas Rangers, were organized in 1835 to deal with cattle thieves, outlaws, and bands of raiders.<sup>6</sup> Out of the cowtowns came such legendary figures as Wyatt Earp, Wild Bill Hickok, and Bat Masterson. The work of these early lawmen eventually led to the development of a highly regarded police system in Wichita, Kansas.

During the late 1800's, a variety of police administration systems was introduced, some using elected commissions and others a single executive to run the department. The passage of the Pendleton Act significantly affected police administration reform. This law created the civil service system for Federal jobs, with applicants being selected based on competitive examinations. While the law did not apply to States or municipalities, it brought an end to the spoils system, and local governments eventually adopted civil service laws.

During the same period, police officials from different areas of the country started to meet on a regular basis to discuss mutual problems of law enforcement. In 1893, the National Chiefs of Police Union was formed, and, in 1902, this organization was renamed the International Association of Chiefs of Police (I.A.C.P.).<sup>7</sup> This group set up a clearinghouse for criminal identification records that was later converted to a centralized fingerprint unit.

<sup>6</sup> *Two Hundred Years of American Criminal Justice* (Washington: U.S. Department of Justice, Law Enforcement Assistance Administration, 1976), p. 19.

<sup>7</sup> Ibid., p. 19.

At the start of the 20th century, reforms affecting the use of women in law enforcement began to take place. Since 1845, women had been employed as police matrons. In 1893, Marie Owens was the first woman assigned to police duties in the city of Chicago.<sup>8</sup> By 1915, 25 cities had salaried policewomen on their forces, and, that same year, the International Association of Policewomen was formed in Baltimore, Md. In 1918, New York City appointed the first woman deputy police commissioner, and, since those early years, the contributions of women in law enforcement have grown significantly.

The first formal training school for police officers was founded in 1908 in Berkeley, Calif., and, shortly thereafter, police academies were established in New York, Detroit, and Philadelphia. In 1916, the first university-level police training school was created at the University of California.<sup>9</sup> Berkeley Police Chief August Vollmer was largely responsible for this criminology program; his philosophies of law enforcement and administration were adopted by other police organizations across the country. Vollmer, often referred to as the father of police management, was at the forefront of the movement to professionalize police through higher education.

In 1919, Congress passed the Volstead Act signaling the beginning of Prohibition (of the manufacture and sale of liquor) and bringing with it the onset of organized crime and widespread disregard for the law. The vast majority of the American public ignored the restrictions of Prohibition and eagerly paid for the product that was no longer legal. The prospect of huge profits led to the growth of underworld elements such as the Mafia, and these groups became powerful and influential forces throughout the Nation. Although Prohibition was the law, attempts at enforcement or prosecution were half-hearted; corruption flourished. During this era, J. Edgar Hoover was appointed director of the Federal Bureau of Investigation (FBI) and began a reorganization which was to make the agency the chief law enforcement unit in the country.

In the course of the Depression, when criminal activity in this country was at its peak, many local law enforcement agencies were unable to keep pace. Recognizing the seriousness of this problem, the Federal government enacted legislation making bank robbery, kidnapping, and other crimes Federal offenses. When these laws were violated, the FBI was authorized to act. Their campaign against gangsterism and their success in arresting many of the major criminal figures in the country is well known.

In 1929, President Hoover appointed the 11-member Wickersham Commission to study the law enforcement problems of the Nation. One of the significant conclusions reached by the Commission in 1931 was that Prohibition was virtually impossible to enforce. The Commission made

<sup>8</sup> Ibid., p. 21.

<sup>9</sup> Ibid., p. 22.

major recommendations concerning the administration of police organizations, including the use of tests, both physical and mental, in the selection process; upgrading of salary levels to discourage graft; improved training; and the development of communication and recordkeeping systems.<sup>10</sup> The Commission also called for the creation of State police units to protect rural areas, and the formation of State bureaus of investigation and information. For the first time, American law enforcement agencies were given guidelines aimed at reform and improvements in technologies.

The findings of the Wickersham Commission were not carried out as quickly as had been hoped, but improvements gradually began to appear in police organizations. Crime laboratories were created and the two-way radio was introduced into enforcement activities. The considerable growth in law enforcement training and education programs during the 1930's was the result of the creation of State police agencies in nearly every State in the Union. In 1935, the FBI established the National Academy for training local police officers. The police department in Wichita, Kans., developed the first cadet program permitting students to work for the department while pursuing higher education.<sup>11</sup>

The Depression years of the 1930's had a profound effect on law enforcement agencies. Federal programs of public work, designed to relieve massive unemployment, helped improve conditions for law enforcement agencies through the construction of new government facilities such as jails, prisons, police stations, courthouses, firing ranges, and police academies. High unemployment during that period also made the prospect of a law enforcement career quite attractive, and well-educated people, who perhaps would not otherwise have considered such work, began to enter the field.

The outbreak of World War II disrupted many local and State police forces when many of their employees were inducted into the Armed Forces. In most instances, however, auxiliary and reserve police officers filled the gaps until the end of the war. Returning veterans, hardened by combat and used to military regimentation, provided a ready source for police recruiters.

In 1950, the Kefauver Committee conducted extensive hearings aimed at widespread crime and corruption in this country. The Committee gathered overwhelming evidence of the existence of organized crime syndicates, as well as corruption prevalent among law enforcement officials. As a result of these hearings, serious reform efforts were undertaken. The Los Angeles Police Department under Chief William H. Parker was a leader in this reform movement.<sup>12</sup> Parker created community relations programs, as well as divisions for planning, research, and intelligence, plus an internal affairs division to investigate citizen complaints

<sup>10</sup> Ibid., p. 24.

<sup>11</sup> Ibid., p. 24.

<sup>12</sup> Ibid., p. 25.

against police officers. In addition, personnel selection and hiring requirements became stricter, particularly with regard to higher education. During this decade significant police literature, particularly the writings on police administration by O.W. Wilson, chief of police in Wichita, Kans., were published, and police officials throughout the country applied these methods in reforming their agencies.

The turmoil of the 1960's strongly affected the criminal justice system. Campus unrest, assassinations, and rioting were commonplace. Crime rose 120 percent during that decade. Criminal justice agencies came under fire from government commissions for failure to stem crime and violence. Police agencies were accused of being unprofessional and poorly administered. Court calendars overflowed and plea bargaining--pleading guilty to a lesser crime to escape trial--was widespread. An examination of the judiciary indicated that many judges lacked basic qualifications. Prisons overflowed with no aid in sight to relieve conditions. In theory, rehabilitation of inmates in the corrections system was the primary goal, but recidivism or repetition of crimes by prior offenders was more the case.

The Supreme Court, during the 1960's, made legal rulings that had important results for law enforcement officers and the methods by which they worked. The Court upheld the individual's right to protection from prosecution based on illegal search and seizure, and the right against self-incrimination. The decision in the case of *Miranda v. Arizona* in 1966 required officers to inform a suspect of his or her constitutional rights at the time of arrest. These rights include being advised of the right to remain silent, the potential use of statements in subsequent trials, and the suspect's right to be represented by counsel.<sup>13</sup>

In 1967, the President's Commission on Law Enforcement and Administration of Justice began an investigation into crime causes and prevention. Their conclusions were

<sup>13</sup> Ibid., p. 25.



contained in a report entitled, *The Challenge of Crime in a Free Society*. This was followed by task force reports on all components of the criminal justice system. As a result of these findings, the Law Enforcement Assistance Administration (LEAA) was established as part of the U.S. Department of Justice. This agency was given power to distribute funds to criminal justice agencies to improve the training of personnel, advance their law enforcement capabilities, and assist in the prevention and control of crime. Police, courts, corrections, and special programs for the prevention and control of crime are all within the scope of this agency. The Law Enforcement Education Program (LEEP) was created to provide funding to colleges and universities for the development of criminal justice programs of study. That LEAA has done a great deal to bring together the police and academic communities is evidenced by the many successful demonstration programs in which college consultants and law enforcement practitioners work closely, and by the rapid growth of new educational programs.

## The Judiciary

By the start of the American Revolution, all of the Colonies had established permanent court systems. Most had been in existence for at least half a century, after the lead of Maryland, Massachusetts, and New York in the late 1600's; finally, Pennsylvania and others followed suit in the early part of the 18th century. Although there were courts, the number of lawyers in the Colonies was quite small. Before the Revolution, many colonial legislatures passed laws forbidding the practice of law for fees, or permitting only those who had formal legal training in England to practice. In New York, where the Governor appointed lawyers, fewer than 50 practiced between 1694 and 1770.<sup>14</sup>

Formal legal training, like that offered at the Inns of Court in London, was not available in the Colonies. As a result, only individuals whose parents were wealthy enough to send them to study in London entered this profession. Those who completed their legal studies in London and returned to the Colonies had a definite advantage because, in most cases, their qualifications to practice could not be faulted.

The greatest number of lawyers in the Colonies, however, received their training by serving an apprenticeship under a qualified, practicing attorney. Most were graduates of colleges such as Harvard and William and Mary; they included such famous figures as John Adams, Thomas Jefferson, and James Madison. Of the 56 signers of the Declaration of Independence almost half were lawyers, as were 31 of 56 members of the Constitutional convention.<sup>15</sup>

<sup>14</sup> Ibid., p. 32.

<sup>15</sup> Ibid., p. 33.

The economic confusion following the American Revolution caused considerable numbers of influential and well-educated British loyalists, many of them lawyers, to leave America. This left many communities without the leadership of some prominent and able men.

Article III of the Constitution authorized the establishment of the Federal system of courts, including a Supreme Court and any other courts at the Federal level deemed necessary by Congress. In the Judiciary Act of 1789, a Federal court structure was devised that divided the country into 13 districts.<sup>16</sup> The districts were grouped into three circuits, where courts made up of two Supreme Court justices and one district judge heard appeals from various district courts. This legislation also required State courts to enforce the Constitution and Federal laws and provided for judicial review by the Supreme Court of decisions handed down by State courts in matters of Federal law. Circuit courts served a valuable purpose when America was first being settled and the population was scattered.

As the years passed, however, circuit duty for Supreme Court justices became unworkable owing to large number of appellate cases coming before the Court. In 1891, Congress acted to correct this situation by creating nine intermediate courts of appeal which, in effect, abolished circuit courts. Since 1869, the basic structure of the Supreme Court, except for the abolition of circuit-court responsibilities, has remained the same, and the number of justices is still nine.

The same act that eliminated circuit judges also expanded the functions of the Supreme Court, which was given freedom to choose cases it wanted to hear on appeal. In 1803, in the case of *Marbury v. Madison*, the Supreme Court established itself as the final authority in interpreting the Constitution.<sup>17</sup> The decision established the principle of judicial review, giving the Court the right to determine whether a legislative or executive action of a governmental body violates the Constitution, and empowering the Court to nullify an action that does. This, in effect, gave the Court sweeping authority not found in the highest court of any other nation.

At the end of the American Revolution, the court systems that had served the Colonies became the new State court systems. These systems, however, were not without problems, such as conflicts of jurisdiction and inadequate methods of appeal. In some States, there was no appeals procedure in criminal cases; in others, the court of last resort consisted of the State senate or legislature. Gradually however, separate appeals courts were created by the States. By 1847, judges and justices of the peace were elected to office in every State, a tradition that continued until the end of the 1800's. Elected justices of the peace heard civil and criminal cases within their local jurisdictions. There were no clear-cut qualifications for justices,

<sup>16</sup> Ibid., p. 34.

<sup>17</sup> Ibid., p. 35.

primarily because of a lack of lawyers in most areas. It is interesting to note that this lack of hiring standards still persists in some States.

The Field Code, which was enacted in New York State in 1848, outlined formalized court procedures and jurisdictional guidelines to be followed by the courts of that State and served as a model for practically all of the other States.<sup>18</sup> Basically, the codes gave State supreme courts control over local courts. But, in most instances, they did not exercise this authority, giving local courts a free hand to operate and handle caseloads independently.

In the late 1800's, the growth of the country was accompanied by problems that required new laws. For example, questions of water and land rights created serious conflicts among farmers, cattlemen, and homesteaders. In the cities, court calendars grew, as civil and criminal cases multiplied. States sought to resolve some of these difficulties by forming special courts, such as small claims and domestic relations courts. In general, however, the court system grew in a haphazard fashion, often with different court jurisdictions overlapping.

The post-Civil War period in America was one of substantial change. The country moved from a primarily agricultural status to that of an industrialized urban society with immigrants, particularly from eastern Europe, affected by the problems and pressures of city life. Family members moved to different geographic areas, and close relatives such as aunts, uncles, and grandparents were no longer available to lend assistance in bringing up the children. In many cases, economic factors required both parents to work and the child labor force also grew steadily. Government leaders began looking more closely at the plight of children and took steps designed to protect their welfare. Child labor and compulsory education laws were passed. The criminal justice system also implemented significant changes and began treating juvenile violators separately from adult offenders. As early as 1861, Chicago children were being separated from adults in the criminal court process.<sup>19</sup>

The principle on which the first American juvenile court is based has its roots in old English law. The court of chancery or equity court was the earliest attempt to settle issues involving special classes of people, among them dependent but not criminal children. This court was based on the legal principle of *parens patriae*, a concept that held that the king was responsible for insuring the welfare of those subjects who were unable to take care of their needs.<sup>20</sup> This idea of the king's responsibility for his subjects, brought to this country by the colonists, was translated into the State's duty to protect those classes of citizens unable to

help themselves. In juvenile court law, the concept of *parens patriae* is the basis for the intervention of society in the parent-child relationship. It is the legal and philosophical basis for the juvenile court, and this system is founded on the belief that age alone is a factor that warrants special treatment of youth. The doctrine of *parens patriae* has had an important effect on the youth of this country. It is the basis for compulsory attendance at school; it shows that the State can demand that children attend school for a prescribed length of time, and, if necessary, can enforce this requirement on parents or guardians. Juvenile court law exists to act in behalf of the child, and court actions are to protect this individual, even from him or herself.

In 1899, the Juvenile Court Act of Illinois created a statewide juvenile court system. The first juvenile court was formed in Cook County (Chicago), and all children involved with courts came under a single jurisdiction.<sup>21</sup> Court proceedings were closed to the public and court records were confidential. The goals of the juvenile court were to investigate, diagnose, and prescribe treatment, not to decide guilt or fix blame.<sup>22</sup> A decade later, the clinical approach to juvenile delinquency was developed by Dr. William Healy. This theory held that delinquency could have many causes that vary in individual cases, and this approach was the basis of the court's claim to responsibility and authority for protecting the child. This protection included custody and discipline, but emphasized all possible efforts to provide that which should have been provided by the minor's parents.<sup>23</sup>

The development of the Federal court system after 1920 served as a model to State courts for improving judicial organization. The Chief Justice was authorized to assign Federal district judges to temporary duty anywhere in the country upon request of the senior judge in an overburdened district. The Chief Justice was required to call annual conferences of senior circuit judges to discuss problems of the court system. These conferences played an important part in securing improvements in rules of procedure and practice in Federal courts and in cooperating with joint committees of the bar, the bench, and the law schools to secure a more effective system of justice.<sup>24</sup> Despite the lead of the Federal court system, however, many States today have not successfully reformed their court systems and the problems of overlapping jurisdictions and lack of uniform rules and procedures continue to plague them.

A significant development in State court systems was the creation of the office of State court administrator in 1950. The administrator takes care of many nonjudicial functions

<sup>21</sup> *Ibid.*, p. 38.

<sup>22</sup> *Task Force Report: Juvenile Delinquency and Crime* (Washington: The President's Committee on Law Enforcement and Administration of Justice, 1967), p. 3.

<sup>23</sup> *Ibid.*, p. 38.

<sup>24</sup> *Two Hundred Years of American Criminal Justice*, p. 38.

<sup>18</sup> *Ibid.*, p. 36.

<sup>19</sup> Allen R. Coffey, *Juvenile Justice as a System* (Englewood Cliffs, N.J.: Prentice-Hall Inc., 1974), p. 36.

<sup>20</sup> *Ibid.*, p. 35.



and permits judges to give full attention to judicial tasks. Administrators help to ease backlogs of cases by transferring judges to various jurisdictions where their help is most needed. They also attend to such matters as the budgeting and business affairs of the court systems and help to enforce court rules and procedures. Today there are State court administrators in every State, and in the Federal system there is an administrator in each circuit.

## Corrections and Rehabilitation

The primary goals of corrections are punishment, rehabilitation, and deterrence as a means of achieving the overall responsibility of protecting the public. Traditionally, punishment, in various forms, has been the response to criminal acts. The five basic categories of punishment are corporal punishment, capital punishment, transportation, fines, and imprisonment.

Corporal punishment involves subjecting the accused criminal to physical suffering. The basis for the use of such methods as the rack, lashing, and the sweatbox was that the criminal who inflicted harm on others must be made to suffer in return and atone for his or her acts. Gradually, as individual rights received greater recognition, these prac-

tices came to be viewed as inhumane and were, in most cases, abandoned by more progressive countries. Capital punishment, which has been in existence for thousands of years, involves the execution by such methods as hanging, gassing, drowning, burning, and beheading of persons found guilty of high crimes. The reason for employing capital punishment is the belief that it will act as deterrent to others who commit crimes. In recent years, capital punishment has been a controversial issue in this country, and, although still authorized by many States' laws, it is seldom used.

The transportation of convicts, better known as exile or banishment, can be traced back many centuries. It was widespread in the 17th century when England began deporting criminals to America. After the American Revolution, England continued the practice by transporting criminals to Australia. Other European countries had their own systems: France created penal colonies in such places as Africa and French Guiana, home of the infamous Devil's Island, and Russia developed similar facilities in Siberia. In many cases, because of harsh living conditions, sentence to some penal colonies was equivalent to a death sentence. With few exceptions, this method of punishment is no longer used, and criminals are imprisoned rather than expelled from their native lands.

The use of fines as a method of punishment for lawbreakers has an ancient tradition. Some early civilizations had

systems that specified fines for personal injuries and, in some cases, placed on an individual life a money value which the murderer was required to pay. Eventually, as crimes were viewed as being committed against the State rather than the individual, this type of punishment was replaced by others.

The use of imprisonment as a method of punishment is well documented in world history. For example, houses of correction existed in the 16th century in London and Amsterdam, and, in the 18th century, in Rome. Offenders in these facilities were not separated by age, sex, or type of crime committed, and the emphasis was on hard labor and discipline. The development of the modern concept of the penitentiary came about in England in the 18th century because of the efforts of John Howard, sheriff of Bedfordshire. The shocking living conditions, idleness, and immorality present in prisons throughout Europe so appalled Howard that he began a reform movement to correct these abuses. He developed the idea of the penitentiary, where prisoners would be housed in separate cells, be firmly disciplined, and be engaged in meaningful work.

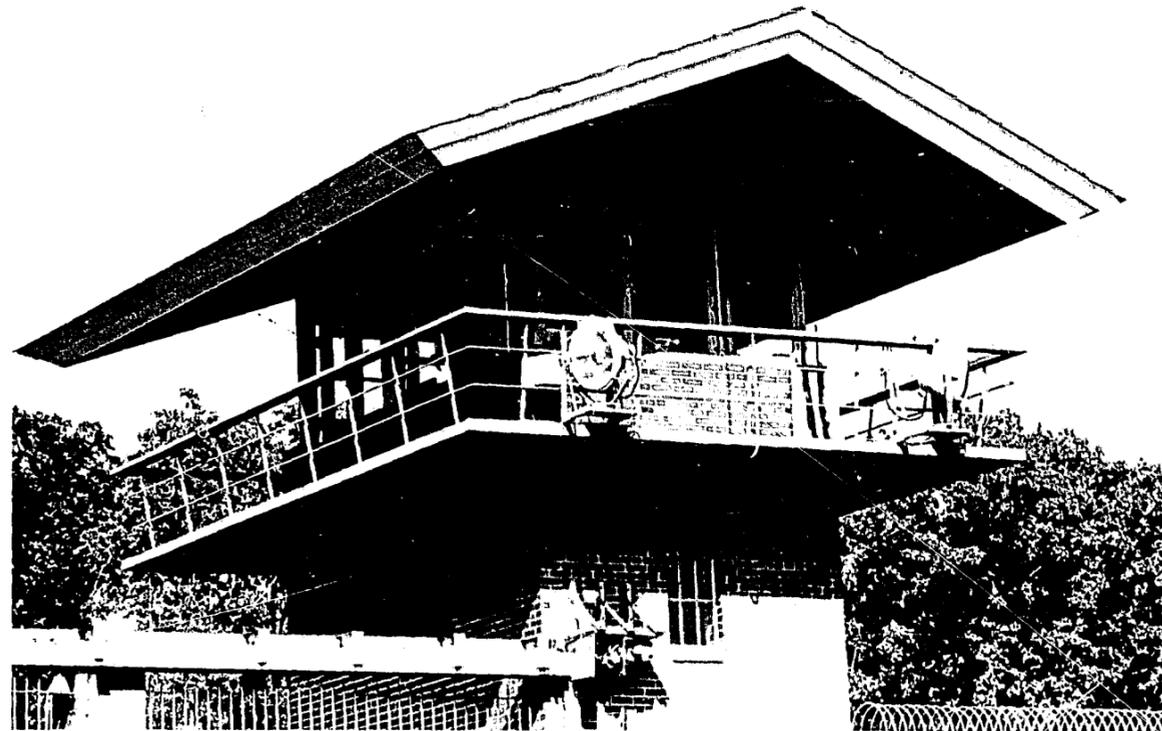
Prisons in the American Colonies suffered from the same problems as those in Europe. Inmates were crowded into squalid living quarters, with no separation by age or sex, and were required to pay for their keep. Those who had money could buy privileges such as food, privacy, and

liquor, while those without means were forced to beg from passersby or work on chain gangs. The penitentiary system in America came about as a result of reform efforts aimed at eliminating these abuses. The moving force in these reforms was the Quaker group known as The Philadelphia Society to Alleviate the Miseries of Public Prisons. They wanted isolation of hardened criminals from lesser offenders, separation of sexes, and a ban on the sale and consumption of alcohol.

In 1790, Philadelphia's Walnut Street Jail became the first American penitentiary, thanks to the efforts of these reformers.<sup>25</sup> Hardened criminals were housed in a separate building in single cells, women and debtors had their own quarters, and children were no longer sent to this facility. Food and clothing were furnished at public expense, and liquor was forbidden. This simple system of prisoner classification, coupled with free essential services, introduced the fundamentals of modern correctional management. Reformers, however, failed to take into account the growth of inmate population which, in the Walnut Street facility, grew four times larger than expected in the first 15 years of its existence.

In an effort to deal with the problems resulting from a growing inmate population, the Pennsylvania system came

<sup>25</sup> Ibid., p. 47.



into being. This was a "separate and silent" system in which inmates were segregated and not permitted to speak with each other. In 1829, the Eastern State Penitentiary in Cherry Hill was built to try out this philosophy.<sup>26</sup> Each inmate occupied a separate cell, with water and toilet facilities, plus a walled-in exercise yard, and meals were served through an opening in the door. The walls between cells were virtually soundproof so that inmates neither saw nor heard anyone but their guards. In their cells, inmates were required to engage in handicrafts such as carpentry, weaving, or shoemaking. The idea was to prevent inmates from spreading criminal ideas to each other.

Another type of system was introduced at the Auburn Prison in New York in 1825.<sup>27</sup> This system provided for solitary confinement and silence, but only at night. During the day, inmates worked together in congregate workshops producing prison-made goods. In the Auburn system, inmates marched to and from their cells in lockstep, one hand on the shoulder of the person in front, and ate in silence, back-to-face. Communication among prisoners was forbidden and breaking the rules resulted in flogging or other punishments. The Auburn system eventually dominated the thinking of corrections officials and was adopted throughout most States. This system was responsible for starting prison industry programs that helped pay prison costs, and also served as the architectural model for many prisons built later. By the 1860's, rules regarding silence were abandoned in most prisons as communication became a necessity in operating expanded prison-industry programs.

The reformatory era in corrections took place between 1870 and 1900. Members of the American Prison Congress met in 1870 to discuss problems of prison operations and to create meaningful and workable management guidelines. Present at this meeting was a prison reformer and administrator of the prison at Norfolk Island, Australia, Alexander Maconochie, who introduced an innovative system he had developed and installed at Norfolk Island. Known as the mark system, it was a method by which criminals could reduce the length of their sentences through good conduct and conscientious work for which they earned "marks." Rather than undergoing corporal punishment, prisoners were penalized marks for poor work or bad behavior. For the first time, the prisoner was given an opportunity to influence directly the amount of time left to serve. Maconochie is generally regarded as the father of our parole system.

The work of the American Prison Congress led to significant progress in the field of corrections. In 1876, the country's first reformatory was built in Elmira, N.Y., and was designed as a first-offender institution for individuals between the ages of 16 and 30.<sup>28</sup> It offered both academic and vocational education programs, a military system of relaxed discipline, and certain leisure activities. The impor-

<sup>26</sup> Ibid., p. 48.

<sup>27</sup> Ibid., p. 49.

<sup>28</sup> Ibid., p. 51.

tant aims of reformatories were to give work to the prisoners, to discipline, to promote more civilized prison design, to improve sanitary facilities, and to introduce education and training programs. In this era also grew the concepts of indeterminate sentence and parole that gave prisoners the incentive to work within the system to obtain an early release.

Twenty years after the appearance of the first penitentiaries a new idea about corrections outside of the institution was developed. It was believed that not all crimes deserve imprisonment, and that those who commit them can become permanent, law-abiding members of the community if spared exposure to prison life. This theory if practiced would reduce inmate population, and was thus seen as a tax saver because institutions were expensive to run.

Probation is the earliest form of noninstitutional correction developed in this country. It dates back to 1841 when John Augustus, a Boston bootmaker, volunteered his services to the court to assist certain offenders. He devised many techniques that are still in use today, such as investigation and screening, interviewing, supervision, and employment and educational services.<sup>29</sup> As a result of the efforts of Augustus and the success of his work with offenders, the Massachusetts legislature, in 1878, established the first State probation agency with a paid staff; today all States have probation agencies.<sup>30</sup>

In addition to probation and parole as alternatives to imprisonment, other methods were developed. The work-release program allows an inmate to work in the community by day and requires the individual to return to the institution or halfway house at night. Money earned is applied to the expenses of the institution, as well as the inmate's financial obligations to his or her family. The study-release program permits offenders to leave institutions to attend study programs in local colleges. Family crisis-intervention projects, youth service bureaus, and counseling and job-training programs are also used to keep adults and juveniles from entering the criminal justice system.

During the period 1900 to 1935, prison populations increased sharply, raising operating costs for institutions. By 1935, the number of inmates had increased from 50,000 in 1900, to over 126,000. As a means of offsetting some of the costs of these increases, an expansion in prison-industry activities was started. As a result, the reform-oriented penitentiaries of the previous era gave way to economics and became essentially industrial prisons producing products for sale. Private industry, however, saw prison products as a threat to business, and engaged in legislative lobbying to restrict the sale of products throughout the United States. By 1935, the prison industries were virtually eliminated owing to a lack of markets, and the penal system reverted to its old philosophy of punishment and custody.

<sup>29</sup> Ibid., p. 53.

<sup>30</sup> Ibid., p. 54.

Between 1935 and 1970 the field of corrections was in transition, with a movement toward the use of more effective techniques of prison treatment. However, this period began with the construction of Alcatraz, the infamous, maximum security penitentiary in California. It was built in response to overcrowded conditions existing in Federal penitentiaries during the 1930's, on the theory that hardened criminals were responsible for prison rioting and escapes. The Attorney General of the United States selected the island of Alcatraz, in San Francisco Bay, as the site for this escape-proof prison. The geography of the island perfectly suited its purpose, with rocks rising over 100 feet from the sea, lack of vegetation, and the bay and strong tides surrounding it. On January 1, 1934, Alcatraz was officially named a Federal penitentiary. The system was harsh, with single cells, no privileges or rewards for good behavior, and discipline that was swift and brutal. This approach came to be known as death by regulation. During the next 25 years, wardens in other Federal prisons used the threat of transfer to Alcatraz as a means of intimidating problem prisoners.

At this time of transition, the term "corrections" replaced "penology," a word associated with pain or punishment. Correctional reforms, however, came about slowly compared with the progressive philosophies practiced in other areas of society. Progress was made in the introduction of such programs as work release, group counseling, and recreation, as a result both of the concern of society in general, and the professionalism of those entering the field on a career basis.

During the 1960's American penal philosophy changed course, with emphasis placed on rehabilitation of offenders.



Alcatraz, which stood for something quite different, was closed for good. Today, however, there is doubt about the effectiveness of rehabilitation programs, and serious thought is being given to suitable alternatives.

### Juveniles in the Corrections System

The history of the juvenile in the criminal justice system can be traced back to early colonial days. In those times, juvenile delinquency, as we have come to know it, did not exist on a large scale. Child labor was used and the general philosophy prevailed that work outside the home was beneficial to children. Typical actions for which children were punished included cheating, lying, swearing, and fighting, most of which went unpunished when committed by adults. While capital punishment for children committing certain serious offenses was widespread in England during the 1600's, in the American colonies corporal punishment or jail were generally resorted to. Public whippings were common, and, in some cases, long prison terms were handed out.

By the 19th century however, more progressive and humane methods of dealing with juveniles began to emerge. One of the earliest private institutions for juveniles was the House of Refuge. Started in 1825, this institution served not only children convicted and sentenced to prison, but also those who were neglected and in danger of becoming criminals. The discipline was quite rigid, and penalties for misconduct sometimes severe. Each child helped pay expenses by making goods that were later sold. In effect, the institution acted as parent to children under its care.

The first State institution for the reform of juveniles was opened in Massachusetts in 1847.<sup>31</sup> Children 15 years of age or younger, who were convicted of a crime but thought to be able to reform were accepted. The first reformatory for girls was the Massachusetts State Industrial School for Girls, created in 1856. It was a significant development in the field because it introduced the cottage plan in the treatment of juveniles. The cottage plan differed from the traditional dormitory style of living quarters in that small groups of children were housed together, and lesser offenders were kept apart from habitual offenders.<sup>32</sup> The cottage plan caught on in other areas of the country and was combined with other reform ideas. For example, in the 1850's, reformers felt that city life and its temptations were responsible for many of the problems of youth. Reformers, therefore, developed programs in which the cottage plan was used in a country setting, away from the disturbing influences of city life. Another program, devised by the New York Children's Aid Society, placed juveniles in homes in the country rather than in institutions.

<sup>31</sup> Ibid., p. 65.

<sup>32</sup> Ibid., p. 65.

The ship school was another method introduced during this period. Youths, up to age 16, were assigned to ships where discipline and merchant marine training were provided to prepare them for work as seamen. This system failed when economic conditions of the times caused high unemployment among adult seamen. In 1863, the last of the new reformatories was created, the New York Catholic Profectory. It was the largest facility of its type, and concentrated on providing the children with a sound education and a sense of responsibility. It was felt that youths with this background could enter suitable vocational areas and become valued members of the community.

During the period from 1870 to 1900, society's interest in the welfare of juvenile offenders reached a new high. Through the efforts of dedicated reformers the concept of a separate court system for juveniles became a reality. Illinois established the first separate juvenile court system in 1899, and shortly after, Colorado and Rhode Island did the same.<sup>33</sup>

### Federal Efforts in Juvenile Corrections

The establishment of the Children's Bureau in 1912 was the initial Federal effort at preventing delinquency and improving child welfare. In 1916, the first Federal child labor law made life easier for children who worked under extremely poor conditions in the mills and factories throughout the country. Between 1920 and 1940 most States continued to build institutions for the confinement of children. Gradually however, progressive methods and techniques were introduced into these institutions. Included were educational and recreation programs; professional counseling; psychological testing; family casework; and employment services. In 1933, the Federal Government created the Civilian Conservation Corps (CCC) to provide meaningful work activities for youth aged 17 to 23, caught in the Depression. Other youth programs subsequently developed included the National Youth Administration, the Congressional Interdepartmental Committee on Children and Youth in 1948, and the Midcentury White House Conference on Children and Youth in 1950.<sup>34</sup> Legislation, called the Federal Youth Correction Act, passed in 1950, established a Youth Correction Authority, as a State government unit, to develop newer and more effective methods of treating and rehabilitating juvenile offenders. In 1953, the U.S. Department of Health, Education, and Welfare<sup>35</sup> was created; it included a Children's Bureau, which later established a Division of Juvenile Delinquency. New approaches to the problems of youth were introduced during this decade. These included the use of psychological approaches to the causes of youth prob-

<sup>33</sup> Ibid., p. 67.

<sup>34</sup> Ibid., p. 68.

<sup>35</sup> Now the U.S. Department of Health and Human Services.

lems, and, in particular, the use of group therapy techniques in treatment of juveniles.

Between 1966 and 1975, the U.S. Supreme Court issued four important decisions that helped define juvenile rights and began a new era for juvenile justice. These rights included the right to counsel, the right to proper hearings, the right to confront the accuser, the right to cross-examine witnesses, and protection against double jeopardy.

Despite these innovations in juvenile justice, however, problems remain, and juvenile crime continues to be serious in this country. Efforts aimed at dealing with the juvenile problem have been hampered by poor coordination between agencies and a lack of consistency in problem-solving efforts. In some States, juveniles continue to be imprisoned along with adults, and there is no general agreement among States as to what juvenile delinquency is, and at what age a juvenile should be considered an adult.

To correct some of these problems, Congress passed the Juvenile Justice and Delinquency Prevention Act of 1974.<sup>36</sup> Congress recognized that society must be protected from juvenile crime and that effective methods of dealing with juvenile offenders had to be developed. The Act provides for a unified national program to deal with juvenile delinquency prevention and control within the criminal justice system. It requires research to find solutions to juvenile crime, and calls for a nationwide program of leadership and coordination in the criminal justice field.

This legislation gave the Law Enforcement Assistance Administration (LEAA) the responsibility for coordinating the overall Federal delinquency prevention program. The Act created the Office of Juvenile Justice and Delinquency Prevention, and, as part of the Office, the National Institute for Juvenile Justice and Delinquency Prevention.<sup>37</sup> According to LEAA, some of their responsibilities include granting funds to States based on their population under 18 years of age and creating a research institute to develop standards for the administration of juvenile justice. In addition, LEAA is authorized to provide technical assistance to Federal, State, and local governments engaged in juvenile justice projects.

The Juvenile Justice and Delinquency Act passed by Congress in 1974 created the Coordinating Council on Juvenile Justice and Delinquency Prevention as a central policymaking group for more than 100 Federal juvenile justice and delinquency prevention programs. It is composed of representatives of Federal agencies with delinquency responsibilities and a National Advisory Committee for Juvenile Justice and Delinquency Prevention whose 21 members are appointed by the President.<sup>38</sup> The function of the Coordinating Council is to gather data about the Federal delinquency prevention role and to pinpoint significant areas on which to place future emphasis. The National

<sup>36</sup> *Two Hundred Years of American Criminal Justice*, p. 71.

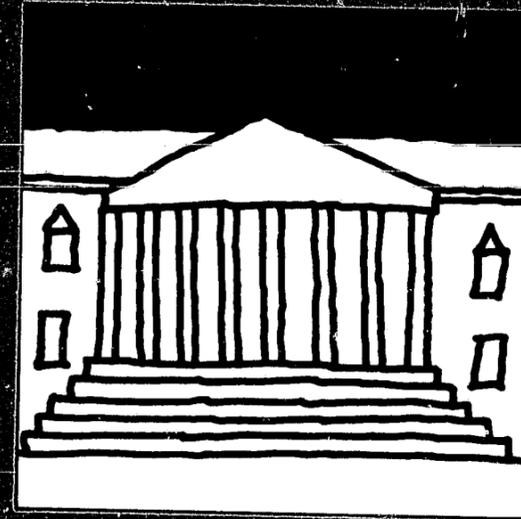
<sup>37</sup> Ibid., p. 71.

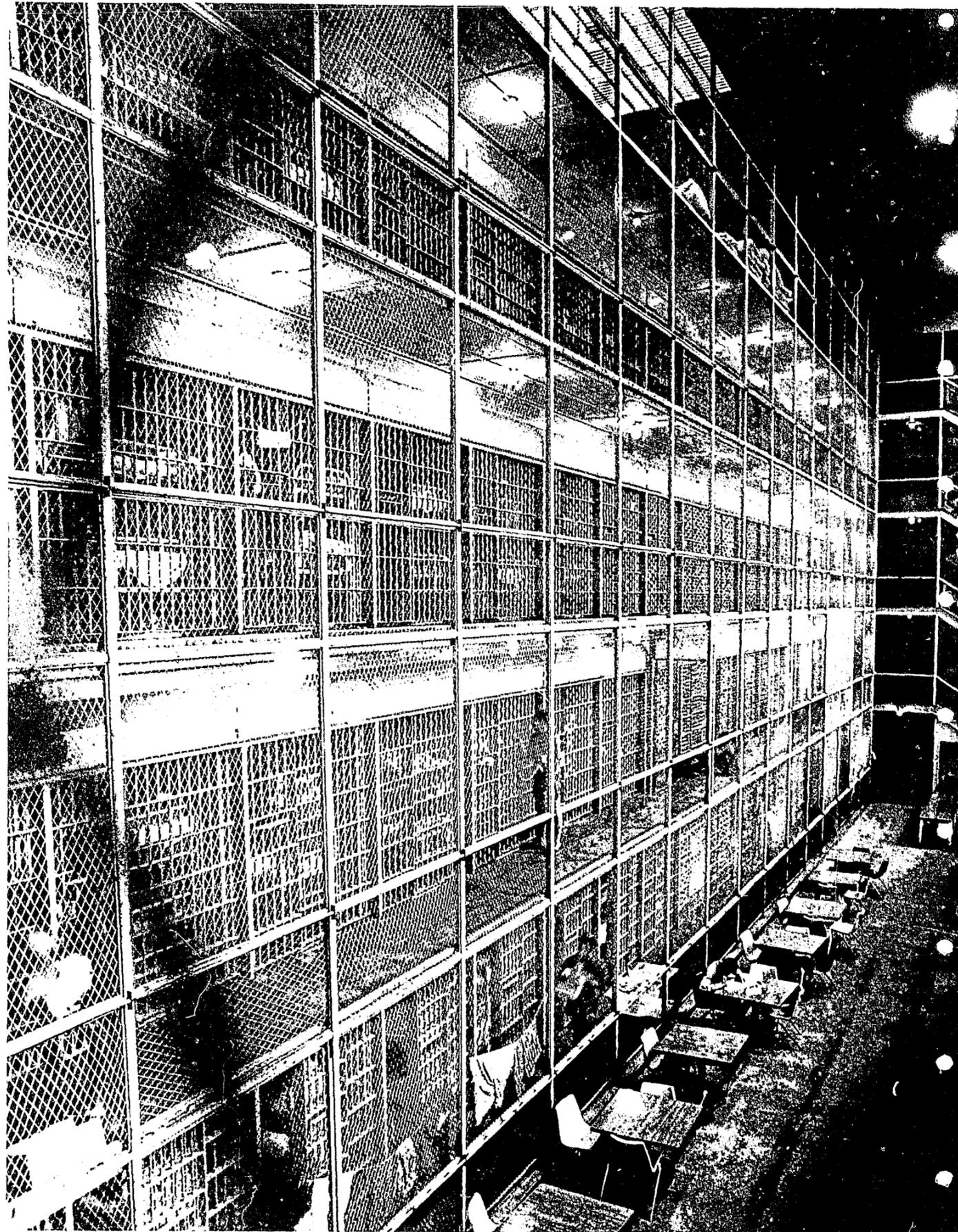
<sup>38</sup> Ibid., p. 76.

Advisory Committee, staffed in 1975, works with the coordinating Council, advises the Director of the Institute about current projects, and advises LEAA on standards for the administration of juvenile justice. At every level—Federal, State, and local—attention is being focused on

eliminating inadequate protection facilities, relieving understaffed and overcrowded institutions, and developing effective methods designed to eliminate or reduce juvenile justice problems.

## Components of the Criminal Justice System





Our modern system of criminal justice came to us not as a complete entity, but rather as a product of gradual, piecemeal development. The basis for our system, of course, is English common law adapted to meet the needs of individual communities. Today every village, town, city, county, and State has a criminal justice system. In addition, there is a criminal justice system at the Federal level. Each of these separate systems has similar goals and operations, but no two function in exactly the same way.

The purpose of any criminal justice system is to enforce rules of conduct designed to safeguard citizens and the community. This involves the arrest, prosecution, conviction, and sentencing of those who break the law. Through this process it is hoped that criminals are removed from society, others are deterred from criminal behavior, and society is given the chance to rehabilitate lawbreakers.

The criminal justice system in America consists of three separate and major, yet interdependent segments: *law enforcement, judiciary, and corrections and rehabilitation*. Besides these parts there is a legislative subsection within the criminal justice structure that is less recognized, yet very significant. While legislative activities are not a day-to-day operation like the major components, they are extremely important because legislatures develop many of the laws by which we are bound and which outline the penalties for lawbreaking. The actions of these legislative bodies affect, in turn, each of the other parts of the criminal justice system.

## Law Enforcement

The starting point of the criminal justice system is the law enforcement segment, consisting of local, State, and Federal police. These law enforcement officers receive their authority from the laws passed by legislatures at all levels of government and have the primary responsibilities of maintaining the peace, preventing crime, and apprehending lawbreakers. They are guided in their efforts by criminal codes that, in practice, are not totally rigid, but rather allow

law enforcement personnel a sizable amount of discretion in enforcing laws. Police officers cannot and do not arrest every lawbreaker they confront, and how they carry out their responsibilities depends, in large part, on the use of sound judgment. For example, they must decide, before an arrest for suspicious behavior, whether probable cause exists; judge whether conduct is just noisy or, in fact, disorderly; or whether a domestic squabble is approaching a danger level and requires special action. The point is that, at all levels of government, and to varying degrees, law officers not only enforce but also interpret the law. Exercise of police discretion is critical to sound law enforcement operations, for errors in judgment can result in situations such as the arrest of innocent persons, the eventual commission of crimes, or unnecessary loss of life. Once a person is arrested and charged with a crime, however, the judicial component of the criminal justice system is set in motion.

## The Judiciary

The judicial segment of the criminal justice system is directly affected by the actions of the law enforcement component. The judiciary is responsible for determining which persons arrested for crimes will move through the court system. The system works this way. When a defendant is first brought before the bench, the judge determines what action the court will take. In felony cases bail is set and counsel arranged, if necessary, while minor offenses are disposed of by the judge. Next, the prosecutor charges the defendant with a specific crime. The charge is subject to review by a judge at a preliminary hearing of the evidence, or in some cases, by a grand jury. In either case, the charges are either confirmed or dismissed. If a defendant pleads "not guilty," a trial is scheduled, evidence is gathered, witnesses called, and a jury reaches a verdict. Prosecutors have a great deal of influence in this process. They can decide whether to continue a case, drop it, or reduce original charges against defendants. Reduction of charges usually involves plea bargaining between the prosecutor and

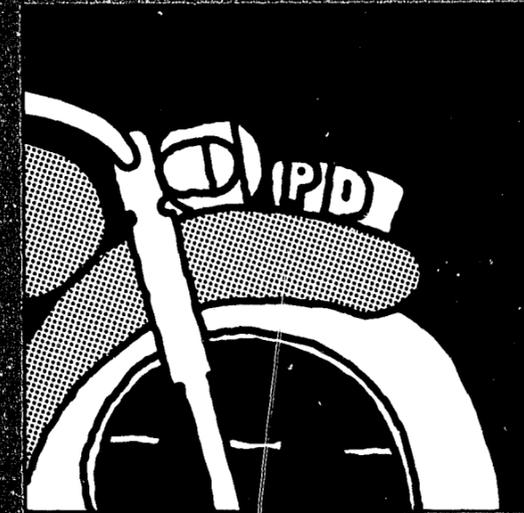
defense attorney. Plea bargaining means reducing the original charge in return for a plea of guilty. Although this practice is not approved of in all legal circles, it is considered to be a practical method of reducing crowded court calendars because it eliminates the need for jury trials.

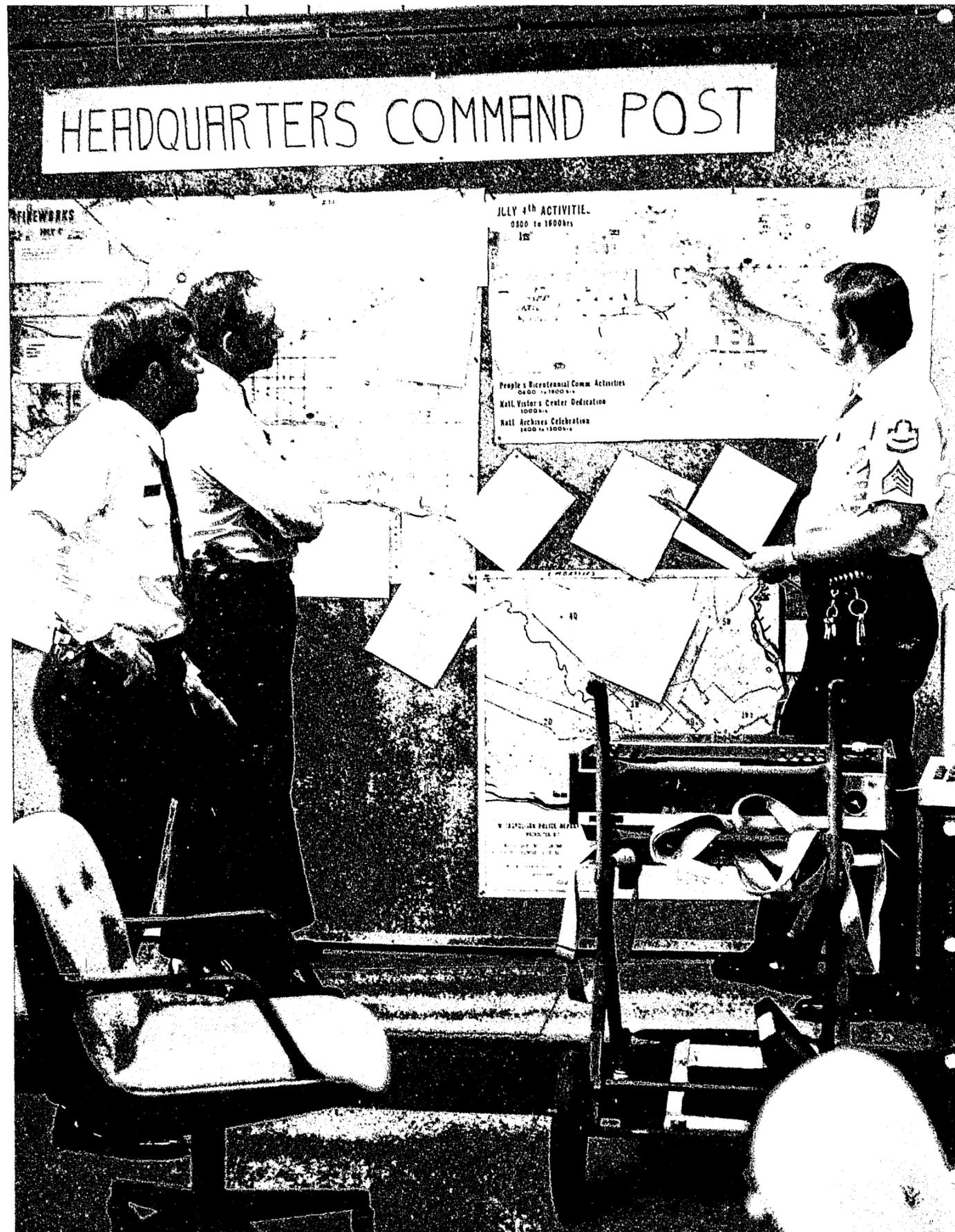
The juvenile court is a special part of the judicial segment of the criminal justice system and deals with young people's cases. Juvenile courts are concerned with juvenile neglect, dependency, and delinquency. Delinquency can be defined as acts by persons of a designated age, usually between 16 and 21, that involve criminal code violations, truancy, ungovernability, or conduct that is illegal only for children. These courts differ from adult criminal courts in several ways, but most particularly in philosophy. They reflect the belief that young people in trouble should be protected and rehabilitated rather than subjected to the harshness of the criminal system. There may be exceptions to this philosophy, but, in most States, juvenile courts operate on this principle. Instead of the adversary system found in the adult system, the juvenile courts emphasize investigation of the juvenile's background in deciding disposition, and rely heavily on the social sciences for both diagnosis and rehabilitation of the juvenile. Plea bargaining, in the sense that it exists in the adult system, does not occur in the juvenile court. However, there is often a good deal of behind-the-scenes negotiating between parties in reaching a decision in a case. Each defendant's case is decided by a judge or jury, and, if found guilty, the individual is imprisoned, placed on probation, or fined.

### Corrections and Rehabilitation

The correctional segment of the criminal justice system takes custody of individuals referred by the courts. The primary goal of corrections is to rehabilitate offenders and prevent recidivism (return to criminal behavior). In addition, the corrections system seeks to prevent development of first-time offenders by making examples of and punishing convicted individuals. A convicted offender can be placed on probation or in prison. Probation does not imprison but does limit the individual's freedom by requiring regular visits to a probation officer or attendance at some type of therapy or vocational program. Parole, on the other hand, comes about after part of a sentence has been served behind bars; it is similar to probation in reporting requirements and involvement in rehabilitation or therapy programs. The judicial component of the criminal justice system has a profound effect on corrections, as does the law enforcement segment as it relates to parolees, probationers, and those who lapse into recidivism. When all segments of the criminal justice system work together and are freed of the many factors that block efficiency, the process is smooth and effective. This is the major goal of criminal justice personnel.

### Law Enforcement





A career in law enforcement offers prospects for challenge and variety found in few other areas of work. In earlier days, law enforcement agencies faced problems such as political control, low pay, and limited training. Today they have become organizations that reflect the social, urban, and industrial complications of our society. In viewing this career area, it is more accurate to use the term "law enforcement" than "police" because responsibility for enforcement now rests with a variety of government agencies. In the United States, there are some 40,000 separate law enforcement agencies representing municipal, county, State, and Federal governments. Of these, approximately 39,750 are local, 200 are State, and 50 are Federal agencies with a combined total of over a half-million employees.<sup>1</sup>

Law enforcement in America is fragmented and specialized, owing primarily to the basic distrust Americans have of the concept of a national police force. Regardless of fragmentation, all of these agencies, as representatives of the population, enforce the law by investigating, arresting, and assisting in the prosecution of persons violating the law. The combined actions of the agencies result in almost 500,000 felony prosecutions yearly, and, in 1977, more than nine million persons were accused of felony or misdemeanor crimes as a result of investigations by law enforcement officials.

In many instances, the large number of enforcement agencies in America means duplication of law enforcement activities. This often causes jurisdictional disputes among agencies with resulting confusion and complications. For example, each Federal, State, and local law enforcement agency has jurisdiction in matters of illegal narcotics traffic. If their efforts are not coordinated or are unknown to each other, they may operate at cross purposes and reduce the effectiveness of the investigations in progress. Perhaps the best way to understand our fragmented and decentralized

system of law enforcement in the United States is to examine it by level of government—municipal, county, State, and Federal. In the following pages each of these segments is described in some detail to give the reader an accurate picture of the system.

At the local level, the two most important examples of law enforcement are municipal and county police agencies. Many citizens mistakenly believe that the greatest responsibility for policing the United States rests with the Federal government; in fact, law enforcement is primarily a local function. The origins of law enforcement in America show that crime was treated primarily as a local problem. It follows that enforcement, for the most part, was practiced locally. Despite the development of criminal activities that crisscross local, State, and national boundaries, the main sources of crime in America can be found in local communities. There are 39,750 local police agencies in the country whose combined efforts are involved with over 90 percent of all felony (serious crime) prosecutions each year.<sup>2</sup> In addition, the vast majority of criminal laws are local ordinances prohibiting offenses ranging from vandalism to murder. The size of local police agencies in the United States is as varied as the number of laws they seek to enforce. Some smaller communities function with two or three officers, while large municipalities such as New York City have forces exceeding 25,000 officers. Marked differences also exist in the background, training, education, and pay of police officers throughout the country. Despite these differences, the goals of the police remain the enforcement of criminal laws and the preservation of peace in the community.

### Municipal Police

The entire criminal justice system in the United States starts with the police, and it is the municipal police officer who is most familiar to the average person. Municipal

<sup>1</sup>A.C. Germann, Frank D. Day, and Robert J. Gallati, *Introduction to Law Enforcement and Criminal Justice* (Springfield, Ill.: Charles C. Thomas Company, 1970), p. 141.

<sup>2</sup>*Ibid.*, p. 142.

police departments, in both personnel and management practices, are generally organized along semimilitary lines. Police officers wear uniforms, usually blue or brown; are ranked according to a military system, such as sergeant, lieutenant, captain, colonel, and are governed by specific, written rules and regulations. Highly trained police officers are found in both large and small cities. Of the more than 17,000 cities in the United States, 55 have populations exceeding a quarter of a million, and these employ about one-third of all police personnel. *The Challenge of Crime in a Free Society*, prepared by the President's Commission on Law Enforcement notes that "It is in the cities that the conditions of life are the worst, that social tensions are most acute, that riots occur, that crime rates are the highest, that the fear of crime and the demand for effective action against it are the strongest."<sup>3</sup> It is in the cities that American police problems are concentrated and they present the greatest challenges to law enforcement.

All police agencies, large or small, have similar problems and responsibilities. Each engages in common activities that prevent crime and disorder, preserve the peace, and protect individual life and property. Police work is often thought of as a matter of confrontations between police officers and hardened criminals; this frequently is so. In many instances, however, police officers deal with quite different and surprisingly varied situations.

Police activities can be divided into two functions, line and staff. Line functions involve activities that result directly in meeting police service goals; staff activities help administrators organize and manage the police agency. The line functions common to most municipal police departments include patrol, investigation, vice, traffic, juvenile, and crime prevention.

### Line Functions

At the center of police law enforcement is patrol. It involves movement of uniformed police personnel, on foot or in vehicles, through designated areas. In most departments at least half of all police personnel are assigned to patrol. Officers on patrol have a variety of duties that include interviewing and interrogating suspects and arresting lawbreakers; controlling crowds at public gatherings, enforcing laws regulating public conduct; intervening in personal, family, and public disputes; issuing warnings and citations; and providing miscellaneous services to members of the public. Although patrol officers spend more time carrying out routine police services than in catching criminals, their importance cannot be underestimated. Because

<sup>3</sup> *Task Force Report: The Challenge of Crime in a Free Society* (Washington: President's Commission on Law Enforcement and Administration of Justice, 1967), p. 17.

their primary duties are performed on the street, patrol officers are the most visible representatives of local government.

Investigation activities come into play when patrol officers are unable to prevent a crime or to arrest a suspect in the act of committing a crime. Investigative specialists, better known as detectives, help to solve crimes by skillful questioning of victims, witnesses, and suspects; by gathering evidence at crime sites; and by tracing stolen property or vehicles connected with crime. Detectives investigate many types of crimes including murder, manslaughter, robbery, rape, aggravated assault, burglary, auto theft, forgery, embezzlement, and weapons violations. They spend considerable time reviewing physical evidence, clues, interviews, and methods used by the criminal that may provide a break in solving a case. In addition, investigations are coordinated by use of information provided by patrol officers, laboratory personnel, records clerks, and concerned citizens; all of these may lead to the identification of the guilty individual.

Vice operations in the local police agency are aimed at illegal activities that corrupt and destroy the physical, mental, and moral health of the public. Enforcement activities in vice operations are directed principally against illegal gambling, narcotics violations, traffic in liquor, prostitu-



tion, pandering, pornography, and obscene conduct. Organized crime is involved with many vice crimes, and vice crimes are directly linked to other types of street crime. For example, gambling is associated with loansharking, and prostitution and drug abuse are linked with robbery. Patrol units have the primary responsibility of enforcing vice laws and can significantly prevent such illegal activities, particularly in high crime areas. In order to be effective, however, there must be a continual exchange of information and coordinated effort between vice units and all other elements of the police department.

Traffic law enforcement seeks the voluntary compliance of citizens with traffic regulations to provide maximum movement of traffic with a minimum of interruption. As no shame is associated with most traffic violations, and the public often break traffic regulations without realizing it, breaking these laws is made an unpleasant experience by enforcing penalties such as fines, loss of license, or imprisonment. In addition to vehicular traffic enforcement, uniformed police officers also engage in pedestrian control, traffic direction, investigation of accidents, and traffic education. There is an important relationship between traffic law enforcement and other police services. Stopping a motorist for a routine vehicle check or for a traffic violation often results in an arrest for a nontraffic-related reason, such as weapons or drug possession, stolen vehicle, or flight to avoid prosecution in another jurisdiction. As in the case of other police assignments, traffic officers give court testimony, and are often involved in civil cases because of traffic accident investigations.

Most municipal police agencies have specific policy guidelines for dealing with juveniles. However, there may be differences in approach or philosophy among various departments depending on the needs of individual communities. In some cases, police officers are given special training and assigned to juvenile activities on a full-time basis. In other police departments, the training in this area is minimal, and officers rely on traditional police methods in dealing with juveniles. A juvenile becomes a delinquent by committing an act which, if he or she were an adult, would be a crime. The police, however, have greater responsibilities in juvenile matters than merely enforcing laws by taking youthful offenders into custody. Police juvenile efforts are aimed at identifying neglected and dependent children, detecting and preventing predelinquent behavior, finding and investigating delinquency breeding grounds within the community, and proper disposition of juvenile cases.

The last of the basic line functions of the municipal police agency involves crime prevention. When citizens are hostile to the police agency in their community, it is as real a threat to peace and order as would be police indifference to the needs of the citizens. Police serve all segments of the community but they cannot preserve law and order and control crime unless the public cooperates and participates in the law enforcement process. Hostility between citizens

and police not only creates explosive situations, but, more importantly, can promote crime in the community. Crime is both a police and social problem that will continue to grow unless the public becomes more involved. Community-relations programs, for example, help to close the gap between citizens and police by making each aware of the other's problems and provide the impetus to settle their differences. In some municipalities, police agencies have introduced crime prevention techniques such as neighborhood security and watch programs. These encourage citizens to take security measures in their homes and businesses, and to report any suspicious persons or activities in the neighborhood. Another technique used in some localities is the identification program. The police agency lends citizens electric marking tools to mark personal property with identifying information. This information is then filed with the police agency and can be used to trace stolen or pawned property.

Besides line functions of the municipal police agency, there are added activities for which some departments around the country are responsible. Some of these are tax collection; licensing services; jail duty; police reserve activities; guard service activities; voter registration; sanitation inspections; and ambulance/rescue services. For the most part, these services have little relation to law enforcement and the performance of essential community services on the street. They are usually assigned to the police because it is an executive, citywide agency that operates around-the-clock.

### Staff Functions

Staff functions are activities performed by police officers to help administrators to organize and manage the police agency. Personnel recruitment, selection, and training; planning; finance; employee services; public relations; and use of civilian personnel are examples of staff work.

Staff is the costliest and most important of all the resources committed to the law enforcement process, and a police agency is only as able and effective as its personnel. To varying degrees, every police department engages in recruitment, selection, and training of personnel. It sets qualifications, recruits candidates, tests and screens applicants, and places them in training facilities. The police department also reviews performance during probation, and develops salary schedules and lines of promotion for police officers. In addition, staff units are responsible for providing on-going training to police officers at all levels in the department as a means of keeping them up to date on the latest developments in law enforcement. All of these factors are important because the quality of the personnel and their training determine the character of police performance, and, in the final analysis, the quality of police leadership.



To be effective, police departments must plan and organize the numerous activities that characterize around-the-clock operations. The unpredictable nature of police work, however, and the problems that arise from emergency situations sometimes make planning difficult. Work schedules, paydays, patrol assignments, uniforms, and equipment all require planning; this, in turn, involves administrative staff and line operations, extradepartmental plans, and research and development. Good planning by the police agency produces effective police service in the community.

Budgeting is an important part of the staff functions of police personnel. These responsibilities include, but are not limited to, fiscal planning, and preparation of cost estimates for personnel, equipment, facilities, and programs necessary to meet the established goals of the police department.

The staff must also provide employee services to members of the police agency. They must explain benefits and help employees and their families to obtain all the services to which they are entitled. For example, in cases of illness, injury, or death, specialists in employee benefits take care of matters with a minimum of inconvenience to the officers and their families.

Police personnel also engage in public relations activities. This entails the development of programs that acquaint the community with police goals and help to gain public support for police activities. Duties include providing information to the press and public, maintaining liaison with community representatives, and working with educational organizations to improve relations with youth in the community.

A widespread practice is the use of civilian personnel in certain jobs within police agencies. Civilian personnel are assigned to duties that do not require the exercise of police authority, or the application of the skills and knowledge of the professional police officer. Work typically performed by civilians includes clerical or secretarial, maintenance or sanitation, prisoner booking, and motor vehicle maintenance. Many civilian employees develop an interest in regular police work, and, if they meet the requirements for

sworn status, become potential candidates for the police officer position.

Besides these primary staff functions, important auxiliary staff services help line and administrative personnel to meet police objectives. These services include crime laboratory; property, and detention; transportation; communications; and information systems. In addition, many police departments have intelligence operations and systems of internal discipline. Brief descriptions of these auxiliary services follow.

### Auxiliary Staff Services

#### Crime Laboratory

Because solutions to many crimes are found through the application of the physical and biological sciences, the crime laboratory is of great value to law enforcement officers. In an initial critical phase, police officers or specially trained evidence technicians identify, collect, and preserve physical evidence at scenes of crime. Overlooking, contaminating, or accidentally destroying evidence can hinder the progress of an investigation. After the evidence reaches the crime laboratory, qualitative, quantitative, and interpretive analyses are performed by forensic personnel. Crime laboratory personnel are responsible for fingerprint operations, ballistics, polygraph tests, blood and alcohol tests, and examination of questioned documents. Owing to the considerable expense involved with operating crime laboratory facilities, not all police agencies have them. Local and regional laboratories have therefore been established in most States to provide services to law enforcement agencies from different jurisdictions.

#### Property and Detention

Regardless of their size, locale, or functions, police agencies are responsible for evidence, personal property, and articles of value confiscated when carrying out police business. In addition, they must take inventory, inspect, replace, and maintain departmental property and facilities. Each police department must insure the safekeeping of all property and evidence, and make provisions for its storage, retrieval, and disposition to authorized police personnel.

Detention activities in a police agency involve temporary confinement of persons arrested and awaiting investigation or trial and permanent imprisonment in city or county facilities for those sentenced by the court. Typical activities include booking, searching, fingerprinting, photographing, and feeding prisoners.

#### Transportation

Police mobility is crucial to crime prevention: police officers must have the capability of moving safely and

swiftly to meet their responsibilities. Police transportation activities center around the acquisition, use, maintenance, cost, and safety of a variety of vehicles. These include automobiles (patrol and unmarked), motorcycles, trucks, buses, motor scooters, aircraft (helicopters and planes), watercraft, and horses. By developing and maintaining an efficient transportation program the police agency increases its effectiveness and ability to enforce the law.

#### Communications

Communications in a police agency are the lifeline of the organization. Most police department communications systems have three parts: the telephone system, command and control operations, and radio communications. Though communications systems differ among departments throughout the country because of variation in staffing and funding, they generally operate as follows:

Telephone communications systems aim to reduce crime through rapid and accurate communication with the public. The telephone is the primary link between the police and the community, and, in an emergency, the public must be able to contact the police immediately. This is vitally important because rapid police response to an emergency call can mean the difference between life and death, or between the capture and escape of suspects.

Command and control means coordinating operations of radio-equipped field units through exchange of information between field units and communications centers. In its simplest form, it is the receipt, and processing, and dispatching of information received in telephone complaints, to field units for action. This process becomes more complex as calls increase; in large departments the use of automated command control equipment is widespread. Regardless of department size, rapid and accurate command and control operations are needed to insure the safety of the community.

Radio communications, an integral part of police operations, involve use of radio frequencies by command control and police officers both to receive and transmit information. The efficiency of radio communications, however, is often impaired because frequency ranges are limited. In recent years, frequency congestion has been the result of increasing use of communication devices by the public and business. Efforts to solve this problem are receiving constant attention by law enforcement agencies at all levels. Where possible, in addition to radio-equipped vehicles, police departments provide police officers with specialized equipment such as miniature transceivers, mobile and portable radio units, and walkie-talkies. The object is to provide continuous communication between commanders, supervisors, and field personnel.

#### Police Information Systems

Another staff service, the information system, can also significantly affect efforts to reduce crime. Such a system consists of three components: reporting; collection and

recording of crime data; and information storage and retrieval. Reporting means thorough and precise reporting of all crimes that come to the department's attention. Included are telephone and field investigation reports and warrant information received from judicial agencies. Such information can assist criminal investigation and is useful in other parts of the criminal justice system.

Collection and recording of crime data helps evaluate crime conditions and the effectiveness of police operations. The data are obtained from the department's reportable incident files, such as precinct and field unit activity logs, accident reports, and criminal investigation reports, as well as summary dossier files consisting of fingerprints, name index to fingerprints, and criminal histories.

Information storage and retrieval, the third part of police information systems, supports police in the field by providing quick and accurate criminal information on request. Field personnel have access, for example, to arrest records, outstanding warrants, stolen vehicles, and serially identified stolen weapons and property. Development of good information systems for police officers contributes significantly to the effectiveness of the police agency.

#### Intelligence

Intelligence operations, still another staff service, also contribute to efficient police work. Information is gathered to keep police officials attuned to happenings in their areas of jurisdiction by providing insight into community conditions, potential problem areas, and criminal activities—all essential to law enforcement. This work deals with activities that present a threat to the community. The most common targets of intelligence investigations are organized crime, and individuals or groups who cause public disorder. To be effective, intelligence activities must be continuous; the data gathered must be used to plan and carry out crime-fighting programs.

#### Internal Discipline

Another auxiliary staff service is internal discipline. Discipline and accountability are vital to any police agency in maintaining its integrity. Internal discipline, also known as internal affairs, involves investigation of complaints related to police department services and personnel. Complaints are lodged by citizens or police personnel themselves. Depending on whether the charges are substantiated, complaints can lead to departmental discipline, dismissal, arrest, prosecution, and imprisonment of those found guilty. By protecting the public from police misconduct and corruption and by taking positive action against employees found guilty of misconduct, the department strengthens morale and gains the support of the community it serves.

When all of the line and staff functions performed in police agencies of whatever sizes are considered, it is obvious that effective administration is not easily attained. Large agencies tend to use police officers as specialists in

specific types of operations, while smaller departments use officers as generalists performing a wide variety of functions. There are merits to both systems and their use is generally dictated by the needs and composition of the communities in which they are located.

In addition to the local police agencies in municipalities, other special-purpose public police forces are found in many cities throughout the United States. Their jurisdictions include parks, harbors, airports, sanitation departments, transit systems, housing facilities, and ports. Some of these agencies have full police officer powers within their jurisdictions, while others have more limited authority.

## County Police

When planning a career in law enforcement, service at the county level of government is a possibility that should be considered. A county is the largest territorial division for local government within a State. Most counties have the constitutional office of sheriff, the chief law enforcement official for that area. The office of sheriff exists in all States except Alaska, and, in all except Hawaii, sheriffs are county officers. Although Hawaii has counties, the sheriff is a State officer responsible to the chief justice of the State. In some jurisdictions, sheriffs are at the municipal level as officers of parallel rank to the county sheriff, or as officers of combined city/county governments. Most sheriffs are elected to office for terms of 4 years, with no restrictions on the number of terms that can be served. Their duties vary widely from county to county. In addition to law enforcement activities, sheriffs may act as coroner, tax collector, supervisor of the county jail, process server, and court attendant. A sheriff may be simultaneously involved with each of the components of the criminal justice system—enforcement, corrections, and the judiciary. Here, however, law enforcement is the concern. To provide law enforcement services, sheriffs employ a force of uniformed deputies. The size of the force is most often determined by the size of the county, and, as a rule, deputy sheriffs operate freely in unincorporated areas, that is, those areas not within city or town limits. Deputy sheriffs, although they usually patrol alone, provide police services in much the same manner as municipal police officers. They may perform extensive police services including patrol, juvenile, vice, and investigative activities, much the same as their counterparts in municipal law enforcement agencies.

In addition to sheriffs' departments, some States have developed countywide police agencies organized and administered like municipal departments. For example, although certain municipalities within a county have their own police units, their operations are coordinated with the countywide police department, which patrols and protects communities without police of their own. Typically, countywide police forces perform all major law enforce-

ment functions—patrol, traffic, vice, juvenile, and investigative activities—carried out by the larger municipal police agencies. Patrol duties are similar to those found in municipal agencies except that they are performed over a wider geographical area and in smaller communities.

Besides countywide police and sheriff's departments, there are other local law enforcement personnel within counties. Designated constables, marshals, or police officers, these officers enforce the law in smaller communities such as villages, towns, townships, and boroughs. The continued existence of police agencies in smaller communities is evidence of the citizens' preference for local control of police services. Also operating at the county level are special purpose police units whose jurisdictions include tunnels, parks, bridges, freeways, and harbors. Although these agencies perform their policing duties in very limited areas of jurisdiction, they provide essential services to the public.

## State Law Enforcement

Law enforcement at the State level is another area that should be considered when planning a career. Some State law enforcement agencies have general police powers, others have limited authority, and still others are regulatory in nature.

Two of the best known State-level enforcement units are the State police and the highway patrol. There is a definite distinction between these agencies in terms of responsibility and authority. State police engage in a full range of law enforcement activities, including criminal investigation. Highway patrol units are concerned almost entirely with traffic control and enforcement and have limited general police authority.

State police duties vary throughout the country. In addition to regular law enforcement responsibilities, State police officers may patrol State parks, guard executive and legislative personnel and properties, and conduct examinations for motor vehicle licenses. In some States, these officers act as fire, fish, and game wardens, court officers, and evaluators of applications for pistol permits. Very often, State police personnel are brought in during such emergencies as civil disorders, natural disasters, or situations where a local police agency needs support. The uniformed State police force is assisted in law enforcement activities by plainclothes investigators. These detectives act on information supplied by patrol personnel and requiring followup and investigation to solve criminal cases. With the exception of Hawaii, every State has a uniformed enforcement unit whose director is directly responsible to the governor and has statewide police jurisdiction.

Highway patrol units enforce State motor vehicle codes and other laws relating to the operation of vehicles on the highways; they perform those functions that insure the safe,

lawful, rapid, and efficient use of highway systems. Highway patrol units also use an investigative staff, usually organized as a separate agency, responsible for such activities as organized crime, narcotics, fraud, and gambling.

A law enforcement career at the State level is not limited to State police or highway patrol. In most States, various agencies have jurisdiction over other specialized functions that differ from the usual policing activities. Some examples of these areas of specialization follow.

Most States operate and maintain crime laboratory facilities and clearinghouses of crime information. State crime laboratories provide services to cities and counties that lack facilities of their own. Laboratory personnel examine evidence and scenes of crime, identify and compare evidence, and testify in court proceedings for the prosecution. State information clearinghouses keep centralized criminal information and fingerprint files, gather and analyze crime data and, on request, provide such information to law enforcement agencies at all levels of government. In some cases, these information units are operated by the State police and, in others, they are separate agencies.

Each State, to some degree, has investigation bureaus or departments that conduct civil and criminal investigations for various State agencies, departments, and commissions and, in some cases, local police agencies requesting assistance. Some of these specialized investigative units often cooperate with and conduct joint operations with local and Federal law enforcement units on matters of mutual concern.

The protection and conservation of natural resources, a responsibility shared by all States, has moved most States to employ law enforcement officers in parks and recreational areas, historical landmarks, and hiking and camping areas. State foresters are assigned to protect woodlands from fire, disease, and misuse, and State fish and game wardens enforce the fish and game laws, license fishermen and hunters, and do whatever is necessary to protect wildlife.

Enforcement of public health and safety codes is another State employment area. State fire marshals, for example, have varied responsibilities that may include enforcing statewide fire and safety regulations, developing fire prevention programs, and establishing licensing standards. Their efforts are closely coordinated with those of local fire officials in carrying out their enforcement responsibilities. State public health officials investigate and enforce State codes pertaining to pollution and public sanitation, communicable diseases, licensing of health facilities, and food and drug standards. They work closely with health officers from local and Federal agencies in enforcing these laws.

Besides the examples of State law enforcement jobs just mentioned, there are many others. A look at the organizational structure of any State reveals a considerable number of departments, bureaus, divisions, and agencies using investigative or law enforcement personnel to some extent. Among these State agencies are agriculture, including dairy and livestock; markets, dealing with produce, weights and

measures; liquor and racing authorities; insurance; commerce; finance; mental hygiene; labor; housing and industrial safety; investments; civil service commissions; and vocational standards agencies for licensing professionals. It is apparent that career opportunities at the State level of government need not be limited to the traditional uniformed services.

## Federal Law Enforcement

The Federal Government offers varied opportunities to persons considering a career in law enforcement. While the goals of Federal agencies differ and their authorities cover broad geographic areas, the scope of most agencies is specific and limited. Some have enforcement duties that deal with criminal or regulatory matters, and still others, with security or military affairs. A clearer picture of law enforcement activities at the Federal level is possible if the functions of some of the major Federal agencies are examined.

### Federal Bureau of Investigation

The Federal Bureau of Investigation (FBI) is responsible for investigating violations of all Federal laws except those that are specifically the jurisdiction of other Federal agencies. The FBI deals with violations of sabotage, treason, and espionage laws, and internal security matters. Although the jurisdiction of the Bureau in criminal matters is limited, the FBI has responsibility for enforcing numerous Federal laws including kidnapping, extortion, bank robbery, offenses involving interstate transportation, civil rights violations, assaulting or killing a U.S. President or Federal officer, and the security of personnel employed by the Federal Government and property owned by the Government.

In addition to these traditional enforcement functions, the FBI maintains a centralized system of fingerprint identification; the National Crime Information Center (NCIC) to supply information on known or suspected criminals; crime laboratory services, which are also available to local enforcement agencies; and training programs to increase law enforcement effectiveness at all levels of government.

### Immigration and Naturalization Service

The Immigration and Naturalization Service (INS) administers our country's immigration and naturalization laws. These statutes are concerned with the admission, exclusion, and deportation of aliens and the naturalization of legal aliens. They are enforced by border patrol agents and

criminal investigators. They prevent illegal entries, inspect aliens seeking entrance into the country, and determine the immigration status of persons applying for citizenship. In addition to these duties, INS personnel generally assist the U.S. Customs Service in preventing the importation of contraband.

### Drug Enforcement Administration

The Drug Enforcement Administration (DEA), an agency of the U.S. Department of Justice, has the leading role in the fight against drug abuse in our country. Established in July 1973, this agency is the result of the merger of several Federal agencies dealing with the drug problem, namely, the Bureau of Narcotics and Dangerous Drugs, the Office for Drug Abuse Law Enforcement, the Office of National Narcotic Intelligence, as well as segments of the Bureau of Customs and the Office of Science and Technology involved with drug enforcement activities. DEA's mission is to control narcotic and dangerous drug abuse effectively through law enforcement, education, training, and research activities. It is responsible for enforcing statutes and laws relating to the unlawful distribution and use of such products as heroin; opium; cocaine; hallucinogenes; marihuana; synthetic narcotics that can be addictive, such as Demerol and methadone; and dangerous nonnarcotic drugs like amphetamines and barbiturates. The aim is to bring to justice those individuals and organizations, at home and abroad, engaged in the growing, manufacture, or distribution of controlled, dangerous substances destined for illegal traffic in the United States. The efforts of this agency are directed at the highest level of sources of supply, and the confiscation of the greatest quantity of illegal drugs before they reach the street pushers. In line with these responsibilities, DEA develops overall Federal drug enforcement strategy and leads the way in developing narcotic and dangerous drug suppression programs at national and international levels. DEA also regulates legal trade in narcotics and dangerous drugs.

### U.S. Marshals Service

The U.S. Marshals Service operates under the general authority of the U.S. Attorney General in the courts of the various Federal districts throughout the United States. In each of the 94 U.S. Judicial Districts there is a U.S. Marshal appointed by the President of the United States and responsible for directing the activities of Deputy U.S. Marshals and supportive staff. Marshals are present at Federal court proceedings and carry out such responsibilities as maintaining order, removing unruly persons, accom-

panying and guarding prisoners, serving orders of the court, and generally assisting the court in carrying out decisions.

### U.S. Postal Service

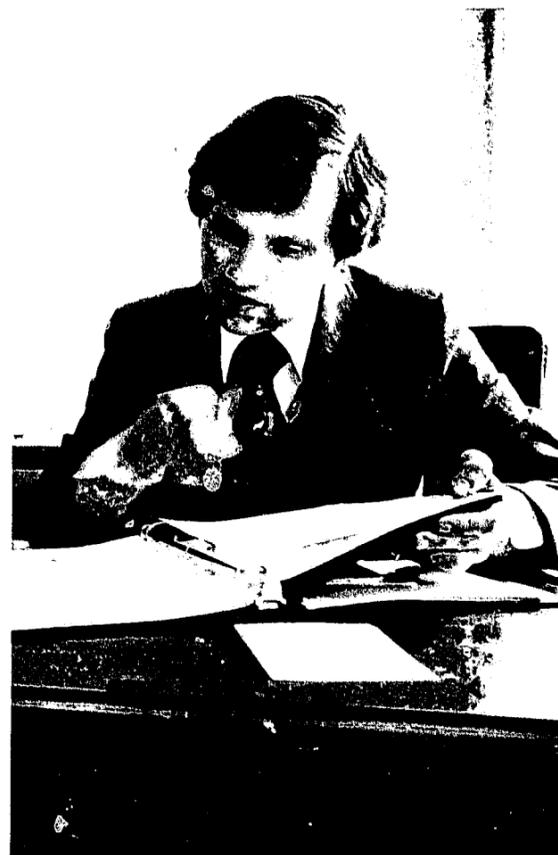
The U.S. Postal Service has an investigative agency that is the oldest Federal law enforcement unit in existence. Postal inspectors engage in over 250 different types of investigations pertaining to postal operations and illegal activities involving the mails. They conduct criminal investigations of mail thefts and losses caused by damage or destruction of postal property. Providing security for post office personnel and recovering mail, money, or other properties lost or destroyed are other responsibilities. In addition, inspectors determine whether postal revenues are being protected and whether the Postal Service is operating according to postal laws and regulations.

### U.S. Customs Service

The U.S. Customs Service (within the Department of the Treasury) assesses and collects duties and taxes on imported merchandise and controls carriers and goods imported into, or exported from, the United States. Customs agents prevent smuggling and customs revenue frauds, cargo thefts, and traffic in illegal narcotics; they assist with enforcing certain environmental protection programs for other agencies. They also enforce regulations on agriculture and plant quarantine and safety laws that govern imported vehicles and equipment.

### U.S. Secret Service

The U.S. Secret Service, created in 1865, is one of our Nation's oldest law enforcement agencies. It was originally formed as a bureau of the Department of the Treasury and given responsibility for eliminating counterfeiting of our currency, as well as the forging and cashing of Government checks, bonds, and securities. During that period (after the Civil War), about one-third of all money in circulation was counterfeit, and the prospects of economic chaos moved the Congress to create this agency. The Secret Service distinguished itself by waging a successful battle against counterfeiters and forgers, hundreds of whom were seized, arrested, and imprisoned. Even today, the effectiveness of this agency can be judged by the minor losses sustained by the public from counterfeit money or Government obligations.



The Secret Service is perhaps best known for its protection of the President of the United States. It was not given this responsibility until 1901, when President McKinley became the third U.S. President to be assassinated in 37 years. Actual legislation authorizing presidential protection was not passed by Congress until the Sundry Civil Expense Act of 1907 that required continuance of the protective function to be voted on each year. In all, about one out of every five Presidents since 1865 has been assassinated; attempts have been made on the lives of one of every three. It was not until 1951, after the attempted assassination of President Truman, that the Congress granted the U.S. Secret Service its permanent protection authority.

### Internal Revenue Service

The Internal Revenue Service (IRS), which dates from 1862, is yet another important enforcement agency within the Department of the Treasury. There are two law enforcement units within the IRS. In the first, Criminal Investigation Division special agents investigate tax fraud,

including failure to file tax returns and evasion of income or miscellaneous Federal taxes. In the second enforcement unit, Internal Security inspectors investigate prospective employees' backgrounds and alleged cases of misconduct or illegal activities involving IRS personnel. IRS law enforcement personnel have powers limited by the various Federal tax laws; but they cooperate with and assist local law enforcement personnel in matters of mutual concern.

### Bureau of Alcohol, Tobacco, and Firearms

In 1972 the Department of the Treasury established the Bureau of Alcohol, Tobacco, and Firearms (BATF) to enforce laws relating to alcohol, tobacco, firearms, and explosives. Before that time, the Internal Revenue Service had had that responsibility. The objective of BATF is to enjoin voluntary compliance with these laws and to minimize willful violations. To do so, the Bureau has two enforcement units—criminal and regulatory. The criminal enforcement unit seeks to eliminate illegal possession and use of firearms and explosives; to reduce traffic in illicit alcohol; and to assist State and local law enforcement agencies reduce crime and violence. The regulatory enforcement unit helps assure full collection of revenues due from legal alcohol and tobacco industries and aids in preventing commercial bribery, consumer deception, and improper trade practices.

### U.S. Department of Defense

The Department of Defense is responsible for the major branches of the Armed Forces—Army, Navy, Marine Corps, and Air Force—each of which engage in law enforcement of various kinds. Their activities include investigating crimes within their jurisdiction; providing and controlling security for classified projects; and gathering intelligence and operating counterintelligence.

### U.S. Department of the Interior

As custodian of the natural resources of our country, the Department of the Interior uses some law enforcement personnel. They are stationed in places such as fish and wildlife preserves, historic sites, territories, reservations, and island possessions of the United States. The National Park Service, for example, employs Park Rangers who enforce laws on Federal lands and perform other duties including search and rescue, visitor assistance, and park management.

### U.S. Department of Agriculture

The Department of Agriculture enforces numerous laws designed to protect farmers, the public, and the national forests. These include laws relating to animal disease, quarantine, meat inspection, and entry and spread of insects in the United States. The U.S. Forest Service, one of the agencies within the Department of Agriculture, enforces Federal forest-related laws and regulations. Typical violations involve stealing or damaging trees, setting fires, or operating vehicles that are hazardous to fire safety. In general, when they are not on Federal lands or not dealing with violations that are forest-related, Forest Rangers have very limited powers of enforcement. However, they may call in law enforcement personnel from other agencies when circumstances warrant it.

### U.S. Department of Labor

The Department of Labor has, among its many duties, the responsibility for enforcing laws that protect American workers from abuses, that improve and make safe their working conditions, and that insure equal opportunities in securing employment. The Department employs personnel to investigate violations and to pursue criminal and civil court actions under the labor laws for illegal acts. Other laws enforced are in the areas of occupational safety and health, wages and hours, employment and training, employment security, veterans' programs, and workmen's compensation, to name a few.

### U.S. Department of Health and Human Services

The Department of Health and Human Services has, among its responsibilities, the task of protecting the health of our Nation. Two agencies within the Department that enforce laws related to this goal are the Public Health Service and the Food and Drug Administration. Federal Public Health officers inspect or direct inspection of public facilities for health hazards and for adherence to accepted standards. They also have the power to impose quarantines and to prohibit sale of unsafe milk or dairy products. Federal Food and Drug inspectors enforce legal standards set down in Federal laws regarding purity, potency, safety, and proper labeling of essential commodities used by the public.

### U.S. Department of Transportation

Within the Department of Transportation also are agencies that enforce Federal laws: The Federal Aviation Adminis-

tration enforces Federal regulations related to air safety and has jurisdiction in such matters as the manufacture, registration, safety, and operation of aircraft. The U.S. Coast Guard, except when operating as part of the Navy in wartime, performs duties within the Department of Transportation and assists in enforcement of Federal laws on the high seas or on seas within U.S. jurisdiction. It also develops and carries out port security programs.

In addition to the law enforcement activities noted in the previous paragraphs, and carried out by the major Federal Departments, other U.S. Government agencies engage in similar work. Some of these agencies, which are small and less known, have law enforcement responsibilities; others perform investigative and regulatory duties; and others deal with matters of security. Despite the fact that not all these agencies are involved in enforcement, a list of some of such Federal agencies may be of interest in career planning: the Commission on Civil Rights, The Office of Personnel Management, the Civil Aeronautics Board, the Federal Communications Commission, the Federal Trade Commission, the General Services Administration, the Interstate Commerce Commission, the National Labor Relations Board, the National Security Agency, and the Nuclear Regulatory Commission.

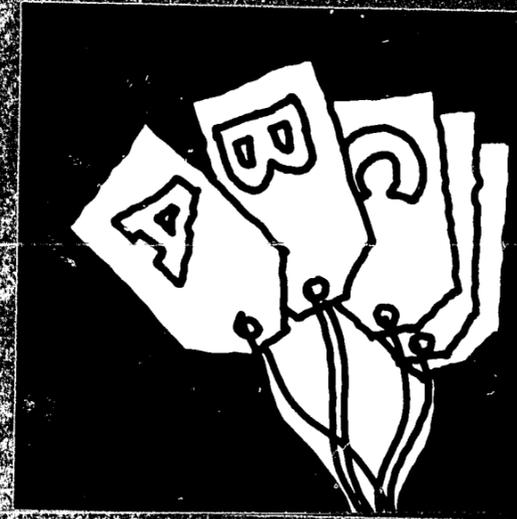
### General Services Administration

The General Services Administration (GSA), one of the largest Federal agencies, provides our Government with the most economic and efficient methods of managing its programs and resources. These include management of property and records; construction and operation of buildings; purchase and distribution of supplies; management of communications, traffic, and transportation; and direction of the governmentwide automatic data processing program. Within the GSA, the very large Public Buildings Service (PBS) is responsible for the protection of life and property in most federally owned or leased buildings throughout the country. In over 10,000 Federal buildings, there are over 279 million square feet of space, including outside parking areas. To carry out their protective mission, PBS employs a uniformed security force staffed with Federal Protective Officers whose duties are described in this book.

In viewing law enforcement as it exists at each level of government—local, county, State, and Federal—it is apparent that few careers in public service present such variety or prospects for challenge. The role of law enforcement officers is changing rapidly in response to the needs of society and will continue to do so as law officers carry out their primary tasks of maintaining peace and order within the framework of the law.

In the following sections, law enforcement occupations representative of those found at the local, county, State, and Federal levels are presented in detail.

## Organization of Career Descriptions





The occupational descriptions included in this publication are presented in the following manner:

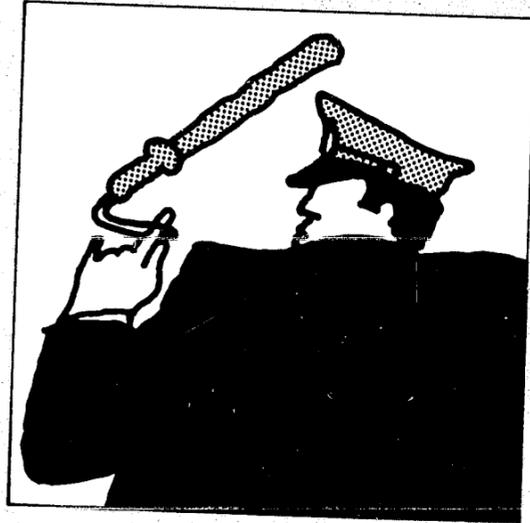
Each career is listed under its preferred occupational title. The career descriptions are organized in four basic sections to assist the reader in comparing careers.

- The opening section lists alternate titles by which the career is known and describes what workers in this profession do on the job. Major job duties, how and why this work is done, places of employment, and areas of specialization within the field, if any, are also discussed.
- The JOB REQUIREMENTS section tells how to qualify for a job in this profession. The information covers necessary professional training, recommended or required preprofessional education, any special skills or aptitudes necessary or helpful for successful job per-

formance, State licensure, professional certification, or registration, and other factors related to employment.

- The OPPORTUNITIES section indicates the future employment outlook, considering factors that may influence the job market. Also discussed are the opportunities for advancement within the career and any additional qualifications needed for advancement.
- The closing section lists, where applicable, current *Dictionary of Occupational Titles*<sup>1</sup> code numbers, a Government system for classifying occupations. See also the chapter, WHERE TO GET MORE INFORMATION.

<sup>1</sup>*Dictionary of Occupational Titles*, 4th ed. (Washington: U.S. Department of Labor, Employment and Training Administration, 1977)



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## FEDERAL LEVEL

### Alcohol, Tobacco, and Firearms Inspector

#### a t f inspector

An important part of the Bureau of Alcohol, Tobacco, and Firearms (BATF) law enforcement effort is its inspection force. ATF INSPECTORS are constantly alert to the possibility of fraud, negligence, or other illegal activities. When evidence of criminal activities is uncovered, they turn it over to ATF Special Agents responsible for criminal investigations. Although ATF INSPECTORS are not criminal investigators, they frequently work with ATF Special Agents who conduct criminal investigations for the bureau. The Federal Alcohol Administration Act, for example, governs the production, storage, processing, packaging, labeling, importation, exportation, distribution, and advertising of distilled spirits, beer, and wine. Other regulations similar to these apply to tobacco products, firearms and explosives; and the use of distilled spirits for scientific, medical, and industrial purposes.

ATF INSPECTORS carry out their duties in a variety of work settings. Inspections may take them to such locations as breweries; wineries; distilleries; plants that manufacture distilled spirits for industrial, scientific, and medical use; and laboratories conducting scientific research projects. Other locations include wholesale liquor establishments, cigar and cigarette manufacturing plants, firearms and explosives retailers, and manufacturers and importers.

When ATF INSPECTORS are given their work assignments, they visit business establishments alone or as part of an inspection team. Company representatives are contacted and interviewed and basic data is gathered about procedures and operations. Financial statements as well as business and

public records are gathered to verify information and to make certain that required taxes have been paid. In addition, they determine that the business has the various special licenses, permits, and other authorizations required by Federal law. Another important aspect of this job involves observation of conditions to judge whether facilities and equipment meet legal standards and if manufacturing processes and operations are conducted in accordance with the law. If violations are detected, ATF INSPECTORS advise company representatives and arrange for correction of conditions. In cases where criminal violations such as fraud, tax evasion, or falsified inventories are uncovered, detailed summaries of evidence assist agents in preparing cases for criminal prosecution. ATF INSPECTORS prepare written reports of their work activities, may serve legal papers on persons in violation of Federal laws, and sometimes testify as Government witnesses during court proceedings.

ATF INSPECTORS may be assigned to work stations anywhere in the United States and are required to travel when performing field inspections. Working hours are usually regular and average 40 hours per week. The fringe benefits that ATF INSPECTORS receive include paid vacations, sick leave, overtime pay, low cost medical and life insurance, and retirement annuities.

#### Job Requirements

Candidates for the position of ATF INSPECTOR must be U.S. citizens and be at least 18 years old. They are also required to attain a qualifying score on the Professional and Administrative Career Examination (PACE). Basic requirements for taking this examination are: a bachelor's degree from a 4-year college or university; or 3 years of relevant work experience; or credentials as a Certified Public Accountant (CPA). Education beyond the high school level may be substituted for work experience at the rate of 1 year of study for 9 months of experience. Possession of a valid driver's license is also necessary. When the requirements are met, the applicant's name is placed on a certified list of eligibles by the Office of Personnel Management. Candidates selected from this list by the Bureau of Alcohol,

Tobacco, and Firearms undergo a qualifying medical examination to determine physical and mental fitness, and freedom from any conditions that would prevent performance of normal work activities. Finally, a background investigation is conducted to determine the candidate's suitability for this work.

Newly hired ATF INSPECTORS undergo intensive training during their first year. This 12-month program combines 1 month of classroom instruction with on-the-job training by experienced inspection personnel. The program of study includes such areas as bureau rules and regulations; inspection methods and procedures; report writing; legal procedures; Federal laws that regulate the production, storage, processing, packaging, labeling, importation, exportation, distribution, and advertising of distilled spirits, wine, and beer; and Federal statutes pertaining to firearms and explosives. After successful completion of the first year of training, new ATF INSPECTORS gradually assume more responsibilities until they are able to work independently.

### Opportunities

ATF INSPECTORS are chosen from the Office of Personnel Management list of eligible candidates meeting the basic entry standards of the Bureau of Alcohol, Tobacco, and Firearms. Prospects for advancement in this work are generally favorable. Promotions are not automatic but rather based on satisfactory performance and recommendations of supervisory staff. As ATF INSPECTORS show ability to assume more complex assignments, they are recommended for promotion in line with such responsibilities.

DOT Title and Code: INVESTIGATOR 168.267-062

### Border Patrol Agent

The Immigration and Naturalization Service (INS), an agency of the U.S. Department of Justice, administers and enforces laws which govern the admission, exclusion, deportation, and naturalization of aliens. Through a variety of law enforcement activities, the INS protects the national security of the United States and the welfare of those persons who live in this country legally. An essential part of the INS law enforcement effort is carried out by a group of highly trained officers known as the Border Patrol. This organization offers interesting career prospects to those who qualify. The following are some of the typical work activities of BORDER PATROL AGENTS.

The Border Patrol is a highly mobile, uniformed enforcement organization whose primary responsibilities are to detect and prevent the illegal entry or smuggling of aliens into the United States, and to detect, take into custody, and

arrange for the deportation of those living illegally in this country. BORDER PATROL AGENTS perform their work along more than 8,000 miles of land and coastal areas that make up the international boundaries of the continental United States. In many cases, these borders are barely visible lines located in rugged and uninhabited mountains, canyons, and deserts. Agents patrol designated areas to uncover attempted or actual illegal entries into this country. To be effective, BORDER PATROL AGENTS use special techniques and equipment in meeting their responsibilities. These include electronic communication systems, electronic sensing devices, pursuit vehicles, jeeps, fixed-wing aircraft, helicopters, and patrol boats. Electronic sensors, for example, are concealed at strategic points along the borders and are monitored at Sector headquarters. When these devices are tripped, a signal is received and agents are sent to the scene to investigate. Agents perform line-watch duties at points that provide good visibility and use binocular devices to scan areas for illegal entrants. They also use an age-old technique called "sign cutting". Smoothing the surface of specified sandy areas along points commonly used for attempted entries creates "sand traps". When these traps are examined they can indicate, by means of footprints, the direction taken and the number of possible illegal entrants in the area. These tracks are then followed until the aliens are apprehended. Another method used to enforce immigration laws is the jeep-plane team. These teams coordinate aerial surveillance or search activities with ground operations over wide expanses, such as agricultural areas, to pinpoint the location of possible lawbreakers.

In addition to their duties in the more remote areas, BORDER PATROL AGENTS investigate other possible means of illegal entry into this country and use their foreign language skill where appropriate. They stop vehicles at traffic neck points on roads and highways leading from the border and determine the citizenship of occupants. They also make inquiries into the immigration status of farm and ranch employees. Agents inspect and search trains, buses, trucks, aircraft, ships, and passenger and cargo terminals to locate illegal aliens. During these searches, Agents sometimes uncover evidence of smuggling activities. When illegal aliens are discovered, BORDER PATROL AGENTS are authorized to arrest them without warrant, using firearms and physical force if necessary. These individuals are then held for possible criminal prosecution or deportation. BORDER PATROL AGENTS make detailed written reports of cases in which they are involved and may be called upon to give testimony during court proceedings.

Newly hired BORDER PATROL AGENTS are assigned initially to duty stations in the southern border States of California, Arizona, New Mexico, and Texas. Many of these work locations are situated in small, isolated communities. Agents are required to work weekends and rotating shifts, usually in excess of 40 hours per week. Agents work under stressful and dangerous conditions and are subject to



the hazards of physical injury during the performance of their duties. Fringe benefits that BORDER PATROL AGENTS receive include paid vacation, holidays, and sick leave; uniform allowances; overtime pay; low cost medical and life insurance; and retirement pension after 20 years of service.

### Job Requirements

Each candidate for the position of BORDER PATROL AGENT must be a U.S. citizen between the ages of 21 and 35 at the time of appointment. The age limitation may be waived for applicants with current or prior Federal law enforcement work experience. Generally, high school graduates or persons with the recognized equivalent are preferred. A passing grade on a written U.S. Office of Personnel Management entrance examination and a qualifying rating from a panel of interviewers are also required. Applicants with an eligible rating on the written examination who are able to read, write, and speak Spanish may receive additional point credits toward their final score. These language skills are evaluated during the oral interview. A complete medical examination is necessary to determine physical and mental fitness for this work. Vision

requirements for this job are binocular vision of 20/40 in each eye without corrective lenses; uncorrected vision of at least 20/70 in each eye; vision in each eye corrected to 20/20; and the ability to distinguish basic colors. A thorough background investigation is conducted to determine character, honesty, and general suitability for this work; all candidates must possess a valid driver's license.

Newly hired BORDER PATROL AGENTS undergo 16 weeks of training at the Border Patrol Academy located in Glynco, Ga. The course consists of training in such subject areas as Immigration and Naturalization Service regulations and procedures; Immigration and Nationality Law; criminal law; laws of evidence and court procedures; Border Patrol methods and operations; methods of tracking and surveillance; methods of arrest, search, and seizure; care and use of firearms; marksmanship; judo and physical training; techniques of fingerprinting, patrol-vehicle operation and pursuit driving; first-aid and lifesaving techniques; preparation of reports; and Spanish language instruction. After graduation from the Border Patrol Academy, trainees return to their original duty stations and begin work under the guidance of experienced personnel. Initially, new agents receive a career conditional appointment which leads to a permanent career appointment after 3 years of continuous and satisfactory service. The career appointment provides the agents with tenure as well as other desirable rights and privileges.

### Opportunities

The Immigration and Naturalization Service selects candidates for BORDER PATROL AGENT positions from the U.S. Office of Personnel Management register of persons meeting the basic entrance requirements. The availability of entry positions varies from year to year based on the needs of the INS and the availability of funds allotted by Congress. Once hired, however, the prospects for advancement are excellent. After 1 year of satisfactory service, agents are eligible for promotion to a higher grade level, and after demonstrating the ability to perform more complex duties may qualify for further promotion after another year. In addition, there are opportunities to transfer to other assignments and to compete for supervisory level positions.

DOT Title and Code: BORDER GUARD 375.363-010

### Criminal Investigator, Immigration and Naturalization Service

The Immigration and Naturalization Service (INS), an agency of the U.S. Department of Justice, administers and

enforces laws that govern admission, exclusion, deportation, and naturalization of aliens. Its responsibilities include determining whether aliens may enter or remain in the United States; evaluating the applications of aliens seeking U.S. citizenship; reviewing applications for visas; guarding against illegal entry into this country; and representing the U.S. Government at official immigration hearings. To meet the new and varied problems and challenges which these responsibilities create, the Immigration and Naturalization Service employs a force of highly trained officers known as CRIMINAL INVESTIGATORS. This force, made up of nonuniformed enforcement officers, has the mission of investigating and gathering facts in all cases falling within the jurisdiction of INS. Most cases involve administrative proceedings and criminal prosecutions.

The primary responsibility of CRIMINAL INVESTIGATORS in the INS is investigation of alleged or suspected violations of Federal immigration and naturalization laws. When they receive their assignments, CRIMINAL INVESTIGATORS, working alone or in teams, identify the charges or issues involved and evaluate all of the available information concerning each case. Based on this evaluation they plan the preliminary direction, scope, and timing of the investigation. In conducting their probes, investigators obtain data and evidence in a number of ways. They interview, observe, and interrogate suspects and witnesses who are parties in a case. They cultivate and make use of informants in order to obtain leads to relevant information. Investigators examine various types of legal records and immigration documents to see if they are genuine or to uncover evidence of fraud, conspiracy or other immigration law violations. These examinations may also serve to confirm the accuracy of information and evidence gathered from other sources. Quite often, traditional methods of investigation are not sufficient to obtain hard facts and evidence about deliberate illegal activities of persons or groups who break immigration and nationality laws. In such cases, CRIMINAL INVESTIGATORS may assume other identities and work undercover. This is an often risky and demanding activity that involves long and irregular hours as well as close association with criminal elements. Undercover activities, however, have their positive side and can be a satisfying experience particularly when evidence is uncovered which builds or breaks a case.

Surveillance activities, an important part of this work, are carried on in different ways, such as on foot, in vehicles, or on stakeouts, and include use of electronic methods. Information gathered during the course of an investigation is analyzed and distributed within INS to aid in planning and to avoid duplicate effort. In cases where evidence is uncovered about illegal actions in the jurisdiction of other agencies, CRIMINAL INVESTIGATORS relay this information and may coordinate their activities with the agency in question. When INS CRIMINAL INVESTIGATORS

decide that sufficient evidence has been gathered to justify action, they are authorized to seize, arrest, take suspects into custody, and seize evidence, using court-obtained warrants where required. Investigators may carry out these actions alone, in teams, or as part of a large group. CRIMINAL INVESTIGATORS are skilled in the methods of self-defense as well as the use of firearms and use these skills as required.

Investigators write comprehensive reports of each case for which they are responsible. Reports consist of evidence, statements of witnesses and suspects, and all relevant data that can be used during administrative or criminal proceedings. Investigators may assist INS attorneys in the preparation of cases and may be called upon to testify in court.

INS Criminal Investigator positions are located throughout the United States; the larger field offices are usually in metropolitan areas. The work may involve irregular working hours, travel, and overtime as part of normal duties. Certain parts of this job involve hazardous duty, working under stress, and the possibility of physical harm. Benefits available include paid vacation, sick leave, and holidays; overtime pay; low-cost medical and life insurance; financial protection in the event of death or injury; and a retirement annuity. CRIMINAL INVESTIGATORS with 20 years of Federal law enforcement service are eligible for retirement at age 50.

### Job Requirements

Candidates for the position of CRIMINAL INVESTIGATOR must be U.S. citizens between the ages of 21 and 35 at the time of appointment. This age limitation, however, is waived for applicants who are at present in Federal civilian law enforcement positions or have prior experience in this field. Other requirements include a bachelor's degree from an accredited college or university; an equivalent combination of education and work experience, or 3 years of work experience. Qualifying experience may be administrative, professional, or investigative, indicating that the applicant is able to perform the basic duties of a CRIMINAL INVESTIGATOR. One academic year of full-time undergraduate study may be substituted for 9 months of work experience. Each applicant must obtain a qualifying grade on the Professional and Administrative Career Examination (PACE), a 4½-hour written examination administered by the U.S. Office of Personnel Management. After meeting these requirements, eligible applicants are placed on a civil service register by the Office of Personnel Management. When chosen from this list by the Immigration and Naturalization Service (INS), applicants undergo a comprehensive medical examination to determine physical and mental fitness, as well as freedom from any impairment that would prevent the normal performance of duties. No exceptions to these standards are made. Candidates are interviewed by INS personnel and evaluated for such factors

as appearance, poise, and the ability to communicate effectively. Lastly, a personal background investigation is conducted to determine general character, honesty, and overall suitability for this job. At the time of appointment, each candidate must possess a valid driver's license.

Newly hired CRIMINAL INVESTIGATORS are initially given 14 weeks of training at the Federal Law Enforcement Training Center (FLETC) in Glynco, Ga. The subjects taught during this training program include INS rules, regulations, and procedures; immigration and nationality law; laws of evidence; court procedures; investigation techniques, methods of arrest, search, and seizure; surveillance and undercover operations; use of legal warrants; care and use of firearms; physical training and methods of self-defense; fingerprinting; preparation of reports; and Spanish language training. Upon successful completion of this program, new investigators are assigned to INS field offices across the country where they work with experienced investigators and are guided by supervisory personnel until able to function on an independent basis. Periodically, CRIMINAL INVESTIGATORS receive additional training which is designed to keep them abreast of new developments affecting their work activities.

### Opportunities

Candidates for the position of Criminal Investigator are selected from the U.S. Office of Personnel Management list of eligibles meeting the basic entry requirements of the Immigration and Naturalization Service. Each year the number of entry positions varies depending on budget considerations and the needs of the INS. Competition for available openings is keen because of the large number of applicants and a low turnover rate among investigative personnel. Once hired, however, the prospects for advancement are favorable. CRIMINAL INVESTIGATORS are eligible for promotion after 1 year of satisfactory performance at the entry level and at 1-year intervals for a 3-year period. Investigators who demonstrate the skills required to perform complex assignments may compete for supervisory or other high-level positions.

DOT Title and Code: INVESTIGATOR 168.267-062

### Customs Inspector

#### Inspector, customs

CUSTOMS INSPECTORS, as members of the U.S. Customs Service law enforcement team, play a key role in enforcing numerous customs regulations through precise

and thorough methods of examination, inspection, and questioning. Their responsibilities include cargoes and baggage; articles worn or carried by individuals; and vessels, vehicles, and aircraft entering or leaving the United States. When carriers such as ships, aircraft, or motor transport enter our borders, CUSTOMS INSPECTORS are authorized to go aboard to inspect, search, and determine the exact nature of the cargo. Cargo manifests and baggage declarations are reviewed, cargo containers examined, and unloading activities overseen, to prevent smuggling, fraud, or cargo thefts. CUSTOMS INSPECTORS may weigh and measure imported merchandise to make certain that customs, neutrality, and commerce laws are followed. For example, in order to protect U.S. distributors of certain trademarked, imported merchandise, restrictions are placed on the amounts that may be brought into the country. CUSTOMS INSPECTORS are also responsible for the examination of crew and passenger lists, health clearances, stores lists, ships' documents, and for issuing required permits. They seal the holds of ships and compartments containing sea stores used by crew members as a means of preventing the illegal sale or smuggling of dutiable merchandise into the United States. In certain cases, where wrongdoing is suspected, they conduct body searches of crew members to check for contraband.

When assigned to baggage examination stations at points of entry in the United States they perform a variety of tasks. They classify, assess, and collect duties on articles being brought into the country, and advise tourists about U.S. Customs regulations. For example, some tourists entering the country bring in more items than are permitted under duty-free regulations. In such instances, when informed of the regulations, tourists usually change their customs declarations and pay the duty before baggage inspection. However, if undeclared items are discovered in baggage, the CUSTOMS INSPECTOR must determine whether this is merely an oversight or deliberate fraud on the passenger's part. In most instances, these matters are settled immediately, but occasionally the articles are held and a U.S. Customs hearing is scheduled to decide the case. CUSTOMS INSPECTORS are sometimes alerted by peculiarities in an individual's appearance, such as an unusual bulge in a traveler's pocket. In such cases, the traveler is asked to empty the pocket and display the contents on the counter for examination. Sometimes this reveals a poor attempt to hide a dutiable item, while at others the item may turn out to be gloves or a scarf. Penalties are levied against persons caught trying to evade duty payments.

CUSTOMS INSPECTORS often question suspicious-looking individuals to clarify irregularities related to customs laws, and to explain customs procedures and laws to tourists or others unfamiliar with them. When the situation warrants, CUSTOMS INSPECTORS are authorized to search suspected individuals and seize contraband and

undeclared merchandise. In addition, they may arrest or detain these individuals, using physical force or firearms, if necessary. In carrying out their responsibilities, CUSTOMS INSPECTORS often work in cooperation with other Government agents. Among them are SPECIAL AGENTS, CUSTOMS, CUSTOMS PATROL OFFICERS, IMPORT SPECIALISTS, SPECIAL AGENT, FBI, SPECIAL AGENT DRUG ENFORCEMENT ADMINISTRATION, agents of the U.S. Immigration and Naturalization Service and the Food and Drug Administration, and public health and agricultural quarantine inspectors. CUSTOMS INSPECTORS prepare reports to submit to supervisors of findings, transactions, violations, and arrests that take place during their work tour. They are also called upon to testify in court as Government witnesses in cases in which they have been involved.

The customs territory of the United States is divided into nine regions made up of the 50 States, the District of Columbia, Puerto Rico, and the U.S. Virgin Islands. CUSTOMS INSPECTORS may be assigned to any of the nearly 300 ports of entry along our land and sea borders or may work overseas. These work locations include air- and seaports, waterfronts, border stations, customs houses, and, in some cases, the U.S. Customs Service Headquarters in Washington, D.C. Where possible, CUSTOMS INSPECTORS are placed in the work location of their choice. The typical work schedule is 8 hours a day, 5 days a week, but it includes rotating shifts and weekend duty. The working hours at sea- or airports are often longer and more irregular than those in other locations. Individuals assigned to remote border stations often work alone. The possibility of physical injury exists when CUSTOMS INSPECTORS seize and arrest persons suspected of serious customs violations. The fringe benefits a CUSTOMS INSPECTOR receives include overtime pay; paid vacations and sick leave; military leave; low-cost group hospitalization; surgical and life insurance; and retirement annuities covered by the Bureau of Retirement of the Office of Personnel Management.

### Job Requirements

A candidate for this job must be a U.S. citizen at least 21 years of age and must have a high school education. Other requirements include 3 years of paid experience in government, business, or the armed forces in positions that involved dealing with the public, applying regulations, or using instructional materials. One scholastic year of education above the high school level may be substituted for 9 months of work experience. In addition, a qualifying score on the Professional and Administrative Career Examination (PACE) and successful completion of an oral interview are needed. Each candidate has a qualifying physical examination and must possess emotional and mental stability. There should be no disability that would interfere with normal work performance. All candidates must also pass a thor-



ough background investigation. Once hired, new CUSTOMS INSPECTORS receive extensive on-the-job as well as formal classroom training in subjects such as U.S. Customs Service regulations and procedures, search and questioning techniques, duty assessment, self-defense and the use of firearms. After successful completion of a probationary period, usually 1 year, the trainee receives permanent employment status.

### Opportunities

Positions as CUSTOMS INSPECTOR are obtained through the competitive civil service system of the Federal Government. The availability of openings varies from year to year depending on the needs of the agency and the availability of funds. Generally, however, opportunities for entry are considered to be favorable. After achieving permanent employment status, CUSTOMS INSPECTORS who qualify may compete for promotions to higher level positions within the U.S. Customs Service. These may be supervisory positions or simply those at a higher grade level in the agency.

DOT Title and Code: CUSTOMS INSPECTOR 168.267-022

## Customs Patrol Officer

### CPO

The prevention of smuggling in the United States is one of the primary missions of the U.S. Customs Service. CUSTOMS PATROL OFFICERS play a vital role in the battle against smuggling activities and violators of the 400 laws enforced by the Service.

CUSTOMS PATROL OFFICERS, sometimes referred to as CPO's, are uniformed, well-trained, law enforcement officers who carry out their responsibilities in the several hundred ports of entry throughout the United States. CPO's serve in a variety of work locations ranging from busy airports and seaports to icy northern borders, secluded coastlines, and the deserts of the Southwest. Regardless of the assigned areas, their primary targets are individuals illegally transporting smuggled merchandise and contraband, such as narcotics, watches, and jewelry; implements of war; and fruits, plants, and meat products from areas of the world infested with pests and diseases. CPO's patrol their assigned areas on foot and in vehicles and closely observe the actions of individuals, as well as the movements of ships, planes, land vehicles, and cargo for evidence of unusual or questionable activities. CPO's are armed and are equipped with two-way communication units that enable them to report to, and keep in contact with, supervisory officers. In some cases, CPO's make surveillance from unmarked vehicles to avoid arousing the suspicions of those being observed.

In waterfront areas, CUSTOMS PATROL OFFICERS pay particular attention to ship movements, activities taking place on piers, and the movements of persons, cars, and other carriers leaving piers. They keep close watch over suspect ships and crew members and are on the alert for items being thrown from ships to small boats nearby, or from pier windows to parked vehicles. CPO's watch incoming passengers at points of entry to detect smuggled merchandise or contraband being carried on their persons; they coordinate these efforts with those of customs inspectors at baggage examination areas. An important part of the CPO job involves providing security at entrance and exit facilities of piers, airports, and other points of entry, and at baggage barriers to insure that all incoming baggage is examined by customs officials. In addition, CPO's maintain tight security in loading, exit, and entrance areas of U.S. Customs buildings and during transfers of legal drug shipments into the country to prevent thefts or hijackings.

CUSTOMS PATROL OFFICERS search or assist other enforcement officials of U.S. Customs in searches of suspected persons, vessels, aircraft, railroad cars, and other carriers to uncover smuggled merchandise and contraband. CPO's detain suspects when preliminary questioning indicates possible violations of customs laws. They take such persons into custody when probable cause exists, using firearms or physical force, if necessary. During the course of their duties, CUSTOMS PATROL OFFICERS often gather intelligence information from informers and other sources, and, if useful, forward this data to superiors for use by Customs Service investigators. They also assist other Customs Service personnel in developing or testing new enforcement techniques and equipment. CUSTOMS PATROL OFFICERS are often called upon to testify in courts of law in cases in which they were involved.

The customs territory of the United States is divided into nine regions including the 50 States, the District of Columbia, Puerto Rico, and the U.S. Virgin Islands. Most Customs Patrol Officers work at points of entry in those areas where they are most needed, but, when possible, they are assigned to locations of their choice. CPO's usually work an 8-hour day, 5 days a week, but this includes rotating shifts and weekend duty. These officers often work alone, and, depending on the work location, can be exposed to rain, snow, extreme cold or heat, and rough seas when patrolling various areas. CUSTOMS PATROL OFFICERS perform potentially hazardous work and are subject to physical injury when apprehending violators. Fringe benefits include paid vacation; sick leave; military leave; low-cost group hospitalization, surgery and life insurance; overtime pay; and retirement annuities covered by the Bureau of Retirement of the Office of Personnel Management.

### Job Requirements

Candidates for this job must be U.S. citizens under the age of 35 and must have a high school education. Requirements include at least 3 years of paid experience in government, the private sector, or the armed forces in positions that demonstrate ability to deal effectively with others, apply regulations, and make clear, concise oral and written reports. One year of education above the high school level may be substituted for 9 months of work experience. In addition, a qualifying grade on the Border Patrol Agent Examination is needed as well as successful completion of an oral interview. A complete physical examination to determine general health and uncover any disability which would impair performance during training and work activities is given to each applicant. Finally a thorough personal background investigation must be passed. Once accepted for employment, new CPO's receive several weeks of training in methods of law enforcement, techniques of self-defense, and use of firearms. After this period, training continues on the job, under the direction of a supervisor.

### Opportunities

Positions as CUSTOMS PATROL OFFICER are obtained through the competitive, civil service system of the Federal Government. As is the case in most Government agencies, the number of available positions depends on the funds provided by the legislators and may change from year to year. In general, however, opportunities for entry into this work are good. After attaining permanent status, CPO's who qualify are eligible to compete for higher level work as supervisors or Special Agents.

DOT Title and Code: CUSTOMS PATROL OFFICER 168.167-010

## Deputy U.S. Marshal

### Deputy marshal

The Judiciary Act of 1789 authorized creation of the Federal court system, and, with it, the office of U.S. Marshal. As officers of the court, U.S. Marshals became responsible for carrying out the orders of Federal courts. In the early years of the Nation, and particularly in the frontier areas of the West, U.S. Marshals and DEPUTY U.S. MARSHALS faced the difficult task of executing their duties as Federal peace officers under hostile and often dangerous conditions. Most Americans are familiar with historical accounts describing the hardships, adventures, and heroics of these officers. Since the first 13 U.S. Marshals were appointed, duties of the office have broadened to a substantial degree. Today, 94 Marshals, appointed by the President of the United States, direct the complex work activities of Deputy U.S. Marshals in each of the U.S. Judicial Districts.

Under the direction of U.S. Marshals, DEPUTY U.S. MARSHALS perform a variety of duties primarily law enforcement in nature. Deputies are charged with primary responsibility for providing security to the Federal courts, insuring the personal safety of judges, jurors, and attorneys, as well as the physical security of court buildings and facilities. They remove disorderly spectators from court premises and in some cases repel attempted attacks by intruders during Federal judicial proceedings. During crucial court cases, DEPUTIES conduct surveys of Federal court buildings to determine the adequacy of security, and, where necessary, recommend the use of fixed and mobile security units. Specially trained DEPUTIES furnish 24-hour protection to Federal judges and their immediate families when threats, whether real or apparent, are made as a result of decisions rendered by the court. The Marshals Service has primary responsibility for investigating violations of certain Federal fugitive statutes. DEPUTIES perform investigative duties in the execution of arrest warrants for Federal probation, parole, mandatory release, and bond default violators and in the apprehension of the Federal escapees. Under the Organized Crime Act of 1970, the U.S. Marshals Service provides protection to State and Federal witnesses who testify for the Government in cases against organized crime. The protection of these witnesses, and members of their families whose lives may be jeopardized by court testimony, can extend from the initial court appearance through the completion of the trial, and includes the use of modern electronic communication and security equipment. DEPUTY U.S. MARSHALS have the added responsibility of maintaining custody of Federal prisoners from the time of arrest to their sentencing or release from confinement. They also transport Federal prisoners between

court and prison facilities, as directed by legal warrants and the Bureau of Prisons.

The Marshals Service also performs specialized law enforcement functions for the U.S. Attorney General. The service's Special Operations Group (SOG) is frequently called upon to perform such tasks. A specially trained, mobile force of DEPUTY U.S. MARSHALS, SOG's mission is to provide swift Federal assistance in emergency situations that have national impact, such as terrorist activities, major civil disturbances, riot and mob violence situations. The SOG furnishes backup support to U.S. Marshals in the various judicial districts, and can assemble a fully operational force anywhere in the United States within a period of 6 hours. Their duties require physical stamina to resist assaults, repel unruly crowds, or subdue and arrest lawbreakers. DEPUTIES must also be capable of running considerable distances to reach emergency scenes, endure extended exposure to varying types of weather conditions, as well as stand for extended periods of time. Besides these activities, DEPUTY U.S. MARSHALS carry out their traditional duty of serving a variety of civil writs and criminal warrants issued by Federal courts. This may involve seizing and disposing of property according to court orders or performing other special enforcement duties as directed by Federal decree or by the U.S. Department of Justice. In executing their responsibilities, DEPUTIES deal with persons from all levels of society and apply extensive knowledge of Federal and State laws under which they have jurisdiction. They are further responsible for the custody and control of property, money, and evidence confiscated under Federal law.

Positions for DEPUTY U.S. MARSHAL are located in the 94 U.S. Judicial Districts of the U.S. Marshals Service centered in the 50 States, the District of Columbia, Puerto Rico, and the Virgin Islands. For the most part, jobs are located in or near larger metropolitan areas. Openings that occur outside of the 48 contiguous States (Alaska, Hawaii, Puerto Rico, Virgin Islands) are filled by residents of those areas. Newly hired DEPUTY MARSHALS must be willing to accept an initial assignment to any duty location, and be available for transfer to different work locations based on needs of the U.S. Marshals Service. This work involves frequent travel for extended periods of time as well as irregular work schedules and overtime. It also may involve personal risk, working under stress, both physical and mental, and the possibility of physical injury during the performance of duties. Fringe benefits of this work include paid vacation and holidays; sick leave; overtime pay; low-cost medical and life insurance; injury compensation; and a retirement pension. DEPUTY U.S. MARSHALS with 20 years of law enforcement service may retire at age 50, if they choose.

### Job Requirements

Applicants for the job of DEPUTY U.S. MARSHAL must be U.S. citizens between the ages of 21 and 35 at the

time of appointment. All candidates must have a minimum of 3 years of general work experience in one of the following areas: law enforcement; supervision of criminal offenders in a correctional institution; sales of instructional activities other than order taking or counter sales; interviewing clients in public or private agencies and explaining, interpreting, and applying regulations and procedures; public contact work concerned with information gathering; active participation in community action programs in teaching and counseling roles; or civilian or military supervisory work involving leadership and decisionmaking.

Qualifying work experience should demonstrate that the candidate can communicate effectively, both orally and in writing, and be able to exercise tact in dealing with others. It should also show that the applicant has poise, self-confidence, and is able to make decisions quickly while exercising sound judgment. The length of this work experience is of less importance than demonstrated success in positions of responsibility, and possession of the required length of experience does not automatically qualify an applicant. One academic year of study in an accredited college or university may be substituted for 9 months of general work experience up to a maximum of 3 years of experience. Individuals with 4-year college degrees meet the full work experience requirement and qualify for the entry level position.

In addition to meeting these experience and/or educational requirements, candidates must qualify on a comprehensive, written examination administered by the U.S. Office of Personnel Management.

After the applicant has passed the written test, agency personnel conduct interviews to evaluate such qualities as appearance, poise, and other traits required for successful work performance. Persons selected from the list of eligibles are given an extensive medical examination to determine physical and mental fitness and freedom from conditions that would hamper normal work performance. These standards are the minimums and are not waived in any case. Finally, a personal background investigation is conducted to determine loyalty, honesty, character, and general suitability for the job. Each candidate must have a valid driver's license when hired, and be able to operate motor vehicles in accordance with appropriate government regulations.

Newly hired DEPUTIES initially enter a 12-week basic training program given at the Federal Law Enforcement Training Center (FLETC) in Glynn, Ga. Basic training consists of an 8-week course at the Criminal Investigator School conducted by FLETC personnel, followed by a 4-week program at the U.S. Marshals Service Basic Training School.

Some examples of the subject matter dealt with during this training period are U.S. Marshals Service policies, rules, and regulations; methods of arrest, search, and seizure; investigation techniques; court procedures; use of legal warrants; protection of witnesses; riot control; care

and use of firearms; physical training; methods of self-defense; and preparation of reports. After the successful completion of this program, new DEPUTIES work along with experienced personnel of the U.S. Marshals Service until they gain sufficient expertise to work independently. At varying intervals, DEPUTY U.S. MARSHALS are offered specialized and refresher-type training to keep their skills current and to aid in career development.

### Opportunities

The U.S. Marshals Service selects candidates for the position of DEPUTY U.S. MARSHAL from a certified list of eligibles meeting the basic entry standards of the agency. As with other Federal agencies, the number of vacancies varies each year based on the needs of the Service and the availability of funds. When entry positions become available, however, the competition among candidates is keen because of the great number of persons applying for this work. Once hired, the applicant's opportunities for career advancement are generally good. DEPUTY U.S. MARSHALS who perform their duties in a satisfactory manner may progress to higher grade levels within their title, and, where qualified, can enter servicewide competition for supervisory or other higher level jobs.

DOT Title and Code: None

## Federal Protective Officer

FEDERAL PROTECTIVE OFFICERS are uniformed, armed personnel who are authorized to enforce all laws and regulations that pertain to protection of life and property and have powers of arrest and seizure in locations under the control of the General Services Administration. In order to maintain law and order and to preserve the peace of Federal property, officers use a number of security and enforcement techniques. Some assignments involve patrol of assigned areas on foot, in vehicles, or on roving patrols to probe parking areas, loading platforms, building interiors, and public entrances for evidence of trespass or hazardous conditions. Other officers are assigned to fixed posts or control desks, where they monitor and regulate such equipment as automated security and fire-protection systems and devices such as intrusion alarms, electronic sensing instruments, and entry-control devices. Monitoring of telephone and radio communications within the location, relaying of messages, keeping logs, and helping to dispatch personnel and equipment in cases of emergency are other duties. Officers assigned to entrance-control posts are responsible for examining personnel identification credentials, issuing keys, controlling access to various locations, and conducting

patrols of the building complex. In some cases, officers are given traffic-control posts where they control and direct pedestrian and vehicular traffic, investigate and report on accidents, and issue citations for violations of the law.

In protecting Federal properties and their occupants, **FEDERAL PROTECTIVE OFFICERS** are trained and ready to act in emergency situations such as fires, explosions, civil disorders, bomb threats, natural disasters, and potential or actual attack by enemies of the United States. To cope with incidents like these, officers follow established plans of action under direction of supervisory personnel. In cases of fire or explosion for example, they utilize standardized fire-fighting control methods and evacuation procedures to reduce danger to life and property and to facilitate the safe removal of occupants from buildings.

Besides that of protection, **FEDERAL PROTECTIVE OFFICERS** have enforcement responsibilities as well. These duties entail preventing specified crimes on Federal property, enforcing laws and regulations, and apprehending persons committing illegal acts. The crimes with which they are concerned are felonies and misdemeanors. A felony is a crime punishable by death or by imprisonment in a penitentiary for more than 1 year. A misdemeanor is a lesser offense punishable by fine or confinement in a jail or workhouse for 1 year or less. Some examples of felonies include murder, manslaughter, robbery, burglary, arson, mayhem, malicious destruction, sabotage, and espionage. Misdemeanors include breaches of the peace, assault, disorderly conduct, riot, unlawful assembly, and petit larceny.

When any of these crimes are committed or incidents occur that disrupt the normal conduct of government business, **FEDERAL PROTECTIVE OFFICERS** take action. These officers may be at the scene, in mobile response units or in special tactical forces dispatched to the trouble spot. At the scene, they conduct a preliminary investigation, gather information from witnesses or victims, if any, and prepare a report of findings. In cases of injury, officers may administer first-aid or life-saving assistance to victims. If **FEDERAL PROTECTIVE OFFICERS** respond to a crime in progress, they may pursue, apprehend, and arrest those engaged in the illegal activities. Officers are authorized to use whatever force is needed, including firearms, to carry out their responsibilities. They do not enforce any laws outside their jurisdiction and leave such matters to the appropriate local or Federal policy agency.

**FEDERAL PROTECTIVE OFFICERS** may be called upon to testify as witnesses or arresting officers in a case. They must be prepared to inform the court of pertinent facts surrounding the case and to provide such information as the time, date, place, and identity of persons involved in the incident.

**FEDERAL PROTECTIVE OFFICERS** may be assigned to work locations in any areas of the country where the General Services Administration is responsible for Federal

properties. They often work under stressful conditions and are subject to physical injury when performing their duties. The fringe benefits these officers receive include paid vacation, holidays, and sick leave; free uniforms and equipment; overtime pay; low-cost medical and life insurance; and liberal retirement annuity.



### Job Requirements

A candidate for this job must be a U.S. citizen and at least 21 years of age at the time of appointment to duty. Exceptions may be made for veterans who are not yet 21 years old. In most cases, possession of a high school diploma or a recognized equivalent is necessary. A passing grade on a written U.S. Office of Personnel Management entrance examination, a qualifying rating on a personal interview, and a qualifying medical examination to determine physical and mental fitness is required of all candidates. In addition, a comprehensive background investigation is conducted to determine general character, honesty, and loyalty to the U.S. Government. Added job requirements include availability for weekend work and rotating shifts, as well as possession of a valid driver's license.

Newly hired officers are given an 8-week basic training course at the Federal Law Enforcement Training Center located in Glynn, Ga. Among the subjects taught during this course are GSA policies, procedures, and responsibilities; principles of physical security; protective-alarm systems; operation of the criminal justice systems; understanding human behavior; principles of communication; laws of arrest, evidence, search, and seizure; arrest, and search procedures; patrol methods; safety procedures; traffic control; bomb searches; riot control; criminal investigation techniques; firearms training; first-aid; and self-defense tactics. After successfully completing this basic training course, new **FEDERAL PROTECTIVE OFFICERS** receive their work assignments and are placed on probation for a 1-year period. After demonstrating satisfactory work performance throughout the probationary period, they are given permanent employment status.

### Opportunities

Candidates for the position of **FEDERAL PROTECTIVE OFFICERS** are selected from the U.S. Office of Personnel Management list of persons meeting the basic entry requirements of the General Services Administration (GSA). The number of openings available for this position can be expected to vary based on agency needs and budget considerations. However, the prospects for advancement in this work are generally favorable. Promotions are based on satisfactory work performance, demonstrated abilities in handling more complex tasks, and supervisory recommendation. Qualified **FEDERAL PROTECTIVE OFFICERS** may advance in rank in the following order: Corporal, Sergeant, Lieutenant, Captain, Major, and Lieutenant Colonel.

DOT Title and Code: PROTECTIVE OFFICER 372 363-010

### Import Specialist

Customs examiner  
Customs import specialist

The U.S. Customs Service is a major revenue-producing agency whose primary functions are to assess and collect duties and taxes on imported merchandise; control imports and exports; and combat smuggling and customs revenue frauds. The member of the Customs Service team responsible for meeting these objectives is the **IMPORT SPECIALIST**. **IMPORT SPECIALISTS** enforce regulations of the U.S. Customs Service through the precise examination, classification, and appraisal of imported merchandise. Guided by Federal revenue laws, they translate the language of

trade into the legal terms of customs regulations. As required by import regulations, they examine and appraise merchandise and accompanying documentation, based on such factors as legal restrictions, country of origin, import quotas, and current market values. Next, **IMPORT SPECIALISTS** perform the critical task of determining the unit value of the merchandise—often a difficult task—when calculating the amount of money due the government. They interview importers or their representatives and, after a thorough check of import entry documents, make certain that the imports match the description contained in itemized lists. Then the merchandise is classified according to U.S. Tariff Schedules and the exact duties and taxes payable to U.S. Customs are determined.

In some instances, **IMPORT SPECIALISTS** detect serious problems or violations related to import shipments. They may then call for a formal inquiry by **CUSTOMS SPECIAL AGENTS** or notify agents of other Government agencies responsible for import inspections. Examples of such situations include evidence of intent to cheat the Government of the United States, and violations of copyright, trademark, and marking laws that apply to specified products in international trade. Once the importer meets all of the various U.S. Customs requirements, **IMPORT SPECIALISTS** issue the permits authorizing the release of merchandise for delivery within the United States. Those importers who fail to obey U.S. Customs requirements are denied these permits until such time as they qualify under customs law. In cases where merchandise is seized by U.S. Customs personnel or left unclaimed, **IMPORT SPECIALISTS** appraise its value before its sale at public auctions.

As a result of on-going training and experience gained on the job, **IMPORT SPECIALISTS** develop technical expertise in specific categories of merchandise, such as wines and spirits, electronic equipment, and industrial machinery. In addition, they must keep up with ever-changing tariff regulations. As a means of keeping their expertise current, they physically examine selected commodity shipments at arrival points, importers' premises, and industry trade exhibitions. The professional judgment of **IMPORT SPECIALISTS** is of special importance to international trade experts, importers, and customhouse brokers who rely on the **SPECIALISTS** to authorize the lowest allowable duties on merchandise, in order to encourage legitimate international trade. **IMPORT SPECIALISTS** may be called upon to provide technical assistance to the Department of Justice in defending the U.S. Government's position in customs cases. They assist Federal attorneys in the preparation of cases for Customs Court by supplying technical information and advice and by securing qualified witnesses and evidence. They give testimony in court and may be called upon to defend merchandise appraisals during appeals proceedings requested by importers.

The customs territory of the United States is divided into nine regions made up of the 50 States, the District of

Columbia, Puerto Rico, and the U.S. Virgin Islands. IMPORT SPECIALISTS may be assigned to any of the nearly 300 ports of entry along our land and sea borders. Work stations include air and seaports, waterfronts, border stations, and customs houses. Where possible, IMPORT SPECIALISTS are placed in the work location of their choice. The typical work schedule is 8 hours per day, 5 days per week, but it may involve weekend duty and rotating shifts. At times, the working hours at certain stations are irregular or involve overtime hours. The fringe benefits that IMPORT SPECIALISTS receive include overtime pay, paid vacations and sick leave; military leave; low-cost group hospitalization, surgical, and life insurance; and retirement annuities covered by the Bureau of Retirement of the Office of Personnel Management.

### Job Requirements

Candidates for this job must be U.S. citizens and have a high school education. They must also have 3 years of work experience in government, business, or the armed forces in positions that involved dealing with the public and correctly applying regulations or instructional materials. One scholastic year of education above the high school level may be substituted for 9 months of work experience. In addition, a candidate must make a qualifying score on the Professional and Administrative Career Examination (PACE) and successfully complete an oral interview. Other requirements include passing a qualifying physical examination, distinguishing basic colors, and being emotionally and mentally stable. Furthermore, candidates must be free of any disability that would interfere with normal work performance and must pass a thorough background investigation. Newly hired IMPORT SPECIALISTS are given extensive, on-the-job training as well as classroom instruction. The areas of instruction include U.S. Customs Service regulations and procedures, duty and tax assessment, document procedures, questioning techniques, and court procedures. After successful completion of a probationary period, usually 1 year, the trainee receives permanent employment status.

### Opportunities

Positions as IMPORT SPECIALISTS are obtained through the competitive, Office of Personnel Management system of the Federal Government. The number of openings varies from year to year according to the availability of funds and the needs of the agency. Opportunities for entry, however, are generally considered to be favorable. After achieving permanent employment status, IMPORT SPECIALISTS may compete for promotions to supervisory and management positions.

DOT Title and Code: CUSTOMS  
IMPORT SPECIALIST 168.267-018

## Internal Security Inspector, Internal Revenue Service

### Internal security investigator

The Inspection Service, an essential part of the Internal Revenue Service (IRS), carries out responsibilities of great importance to America and its citizens. It has the mission of insuring that high standards of honesty exist and are maintained at all levels of operation in the Internal Revenue Service.

The Inspection Service's two basic operations are Internal Audit and Internal Security. Staff in these units are responsible for making sure that the IRS maintains its present reputation as one of the most efficient Government agencies with personnel who meet high standards of honesty, loyalty, and conduct. Members of Internal Audit review and appraise operations of the Internal Revenue Service at all levels of management to be sure that responsibilities are handled effectively. Internal Security, law enforcement part of the Inspection Service, conducts investigations of various types. It is in this unit that INTERNAL SECURITY INSPECTORS are employed to carry out the duties described below, which are aimed at maintaining the reputation of the Internal Revenue Service. INTERNAL SECURITY INSPECTORS comprise the IRS' own investigative unit whose duties are varied and often complex. Part of their work requires conducting detailed character and background investigations of prospective IRS employees, including applicants or appointees to technical or nontechnical jobs, and those involved with handling of funds; public accountants and former IRS employees who apply to represent taxpayers at IRS hearings; and charges of unethical conduct by lawyers, accountants, or others involved in IRS proceedings. Of primary importance to these Inspectors are complaints or information that indicate possible wrongdoing by IRS employees. Attempts made to bribe or corrupt employees in order to obtain improper advantage in tax matters threaten the integrity of IRS, and swift action is required to gather evidence, resolve the accusations, and take whatever measures are necessary to protect trust in the agency.

INTERNAL SECURITY INSPECTORS also investigate attempts to influence or interfere with the administration of IRS statutes through use of threats, assaults, and similar methods. They are often assigned as armed escorts, responsible for protecting IRS employees and government witnesses in legal proceedings. Other duties performed by Inspectors include investigation of cases where Federal tax information was illegally disclosed, either by IRS personnel or preparers who were given this information in confidence; accidents, involving IRS employees or property, that result in civil law suits; and the conduct of special investigations, studies, and inquiries when directed by the Secretary of the Treasury,

Commissioner of the Internal Revenue Service, or other high-level officials. INTERNAL SECURITY INSPECTORS work cooperatively with law enforcement personnel of other agencies, and at times may assist in providing security for the President of the United States and other American or foreign dignitaries.

To summarize, the investigative jurisdiction of the Inspection Service includes bribery, perjury, embezzlement, fraud, assault, conspiracy, collusion, extortion, forgery, unauthorized disclosure of information, and any acts that threaten the proper administration of IRS regulations. INTERNAL SECURITY INSPECTORS, using physical force or firearms, when necessary, apprehend and arrest suspected individuals. It is interesting to note that more bribery cases have been successfully prosecuted by the Internal Revenue Inspection Service than by all other Federal investigative agencies combined.

INTERNAL SECURITY INSPECTORS may be assigned to work stations at the National Office of the Internal Revenue Service in Washington, D.C., or one of the regional or district offices found throughout the United States. All told, there are 58 IRS district offices with at least one in each of the 50 states. Regional offices are located in the following cities: San Francisco, Dallas, Cincinnati, Chicago, Atlanta, Philadelphia, and New York. INTERNAL SECURITY INSPECTORS work on irregular schedules in excess of 40 hours a week, and may have to travel in order to carry out their duties. They often work under stress and are subject to personal risks during certain assignments. Fringe benefits associated with this work include paid vacation and holidays, overtime pay, sick leave, low-cost medical and life insurance, financial protection in the event of job-related injury or death, and a retirement pension. INTERNAL SECURITY INSPECTORS who have 20 years of service in criminal investigation activities are eligible to retire at 50 years of age.

### Job Requirements

Candidates for the position of INTERNAL SECURITY INSPECTOR must be U.S. citizens between the ages of 21 and 35 at the time of appointment and be willing to relocate to any locality in the United States. They are required to have a minimum 3 years of work experience, consisting of at least 1 year of general and 2 years of specialized experience. General experience is that which shows an ability to work effectively with individuals or groups, and to collect facts and prepare concise written reports. Specialized experience includes any of the following: investigative work in the Armed Forces or for government agencies, investigations of criminal cases for reputable attorneys or of complex insurance claims, particularly those involving frauds; criminal investigations as a uniformed law officer or detective; or experience in the practice of criminal law. Education can be substituted for experience at the rate of 1

academic year (30 semester hours) for 9 months of experience. A bachelor's degree from an accredited college or university or credentials as a Certified Public Accountant fully meet the minimum requirements for 1 year of general and 2 years of specialized work experience. All candidates must demonstrate ability to speak and write clearly; have poise, initiative, and a good appearance; be capable of exercising tact and sound judgment in dealing with others; and have a valid driver's license. In addition to meeting these basic standards, each applicant must qualify on the Treasury Enforcement Agent Examination given by the U.S. Office of Personnel Management. Each candidate is given a thorough medical examination to determine physical and mental fitness to engage in normal work and training activities. Candidates are interviewed and a comprehensive background investigation is made to evaluate such factors as honesty, character, stability, and overall suitability for the job.

Newly hired INTERNAL SECURITY INSPECTORS participate in an extensive training program that combines classroom instruction with on-the-job training. During their first year they attend Internal Security Basic Schools, Phase I and Phase II, as well as Criminal Investigator School, which is conducted at the consolidated Federal Law Enforcement Training Center near Brunswick, Ga. Phase I and Phase II training are each 2 weeks in length and, where possible, are scheduled 9 to 11 months apart and interspersed with on-the-job training. In Phase I, new inspectors are trained in techniques of planning, conducting, and reporting background investigations with emphasis on developing interviewing and interpersonal skills. Phase II provides instruction in criminal and complaint investigation methods and techniques; methods of collecting, recording, and documenting facts; automated data processing and computer operations; management/program analysis; financial investigative techniques; and techniques of photography. At the Criminal Investigator School, new inspectors take part in a 7-week course in which they receive instruction in such subjects as fundamentals of criminal law, rules of evidence and court procedures, rights of individuals, use of search warrants, IRS practices and procedures, use of firearms, investigative techniques and surveillance, and undercover and arrest techniques. After the successful completion of training, new inspectors begin working on a regular basis with experienced inspection service staff. They are on probation for a period of 1 year and are permanently appointed after demonstrating satisfactory work performance. To add to their skills and keep them current on new developments in their field, INTERNAL SECURITY INSPECTORS receive continuous training throughout their careers.

### Opportunities

The Internal Revenue Service selects candidates for INTERNAL SECURITY INSPECTOR positions from the

U.S. Office of Personnel Management register of individuals meeting the basic entry requirements. The number of openings available each year varies and depends on agency needs and the funds allotted by Congress. Generally, the prospects for advancement in this field are favorable and those who demonstrate the ability to assume more difficult and responsible tasks may compete for higher level technical, supervisory, and managerial positions.

DOT Title and Code: INVESTIGATOR, 168.267-062  
INTERNAL REVENUE

## Officer, U.S. Secret Service Uniformed Division

### Uniformed division officer

The U.S. Secret Service Uniformed Division was begun in 1922. In September of that year, the Congress of the United States, at the urging of the President, authorized the creation of a uniformed security unit to be known as the White House Police Force, working under the supervision of the President's military aide. In 1930, supervision was transferred to the Director of the Secret Service. This force was given the responsibility of protecting the President and his family when in residence at the White House, and for maintaining security for the Executive Mansion and grounds in the District of Columbia; or any buildings in which White House offices are located. In 1970, the name of this police force was changed to the Executive Protective Service. Its staff was increased and it was given the added responsibility of maintaining security at the foreign diplomatic missions located in the Washington, D.C., metropolitan area. In November 1977, President Carter signed into law a bill which changed the name of the Executive Protective Service to the present title of U.S. Secret Service Uniformed Division.

Currently, the Secret Service Uniformed Division is composed of two main sections, namely, the White House and Foreign Missions branches. Officers assigned to the White House branch help protect the President and family members, provide security throughout the White House complex, and safeguard other locations housing Presidential offices. Officers whose work assignment is in the Foreign Missions branch provide protection and security for foreign diplomatic missions located in the District of Columbia, or in any areas of our Nation, its territories or possessions specified by order of the President. In addition, Uniformed Division Officers help protect the Vice President and family members, as well as their official residence in Washington, D.C.

Vital functions carried out by Uniformed Division Officers are continuous—24 hours a day, 7 days a week. They are authorized to enforce all laws related to their protective responsibilities. In order to carry out their assignments in an effective manner, these officers employ sound, professional law enforcement practices. They engage in continuous patrol activities on foot or in mobile units such as motor-bikes or automobiles according to the nature and location of their duty posts. During these patrols they thoroughly check the security of buildings, grounds, and alarm systems. Some Uniformed Division Officers are assigned to fixed security posts rather than those involving continuous patrol. Such posts may be points of entry or exit at foreign embassies or in the White House complex. Officers examine visitors' credentials, prevent unauthorized entry or exit, and maintain order within their assigned areas.

Uniformed Division Officers are fully trained for all types of assignments and ready to respond to a variety of situations. For example, in cases of bomb threats, the delivery of suspicious parcels, or suspected intruders on Government or embassy properties, the Uniformed Division may call in canine teams to assist in resolving the problem. These dogs and their Uniformed Division handlers are skilled in methods of search, scouting, and apprehension, as well as the techniques of detecting explosive devices, whether real or false. In certain instances, the Secret Service Uniformed Division, at the request of the U.S. State Department, assigns officers to duty at foreign embassy functions to provide extra security and direct traffic control activities. Uniformed Division Officers have full authority to detain, search, and arrest individuals suspected of breaking laws falling within the jurisdiction of the U.S. Secret Service. This includes use of firearms and physical force, if the situation justifies. However, the Secret Service Uniformed Division does not routinely enforce laws that are outside their jurisdiction and leaves such matters to the local police department or appropriate Federal law enforcement agencies. In addition to their law enforcement and security activities, Uniformed Division Officers, upon request, speak before foreign embassy personnel to describe in detail the administration, purposes, and jurisdiction of the Uniformed Division of the U.S. Secret Service.

Officers of the Uniformed Division are generally assigned to work locations in the metropolitan area of Washington, D.C. At times however, assignments may be made to other areas of the United States, its territories, or possessions according to Presidential directive. Officers must be available for weekend duty and rotating shifts and may be required to work in excess of 40 hours a week. They often perform their duties under stress and are subject to potential physical hazards throughout their careers. The fringe benefits Uniformed Division Officers receive include paid vacation and sick leave, paid holidays, free uniforms and equipment, overtime pay, low-cost medical and life insur-

ance, retirement credits for prior military or Federal civilian service, and retirement pension after 20 years of service.

### Job Requirements

Applicants for this position are carefully selected according to the high standards of the U.S. Secret Service. Each must be a U.S. citizen and at least 21 years of age at the time of appointment to duty and must have a high school diploma or recognized equivalent, or 1 year of work experience as Police Officer in a city with a population over a half million persons. Other requirements include a passing grade on a written entrance examination; a qualifying rating on a personal interview conducted by agency personnel; successful passing of a qualifying medical examination to determine physical and mental fitness. The examination is taken either at the candidate's own expense or obtained free of charge at the Washington, D.C., Police and Fire Clinic. Vision requirements are at least 20/40 in each eye, correctable to 20/20, and weight must be in proportion to height. A comprehensive background investigation is made to determine the individual's general character, honesty, and loyalty to the U.S. Government and to insure suitability for top security clearance rating. In addition, applicants must be able to work on rotating shifts, including weekends, and possess a valid automobile driver's license.

Newly hired officers are given intensive training at Federal law enforcement training centers located in Beltsville, Md., and Brunswick, Ga. This program provides instruction in areas such as criminal law; police procedures; police-community relations; rules of arrest, search, and seizure; self-defense techniques; the use of various firearms; first aid and lifesaving techniques; physical fitness; psychology; and rules of diplomatic immunity and protocol.

Classroom instruction is supplemented by on-the-job training. Periodic in-service training is received as new techniques are developed. After successfully completing this program of training, new officers are assigned on a probationary basis and work along with experienced personnel. After demonstrating satisfactory work performance during the probationary period, new officers receive permanent appointments.

### Opportunities

Candidates for the position of OFFICER, U.S. SECRET SERVICE UNIFORMED DIVISION are selected from the roster of eligibles meeting basic entry requirements set down by the U.S. Department of the Treasury. The number of vacancies varies each year, and when vacancies do occur, the competition is sharp because of the large number of applicants and small rate of turnover within this relatively small division.

The U.S. Secret Service Uniformed Division offers its officers favorable career-development prospects and provides opportunities for participation in advanced inservice

training programs. Officers who exhibit the desire and competence to engage in more complex assignments can compete for supervisory or higher level positions.

DOT Title and Code: POLICE OFFICER 375.263-014  
PROTECTIVE OFFICER 372.363.010

## Postal Inspector

Protection of the U.S. Mail system is the primary mission of the Postal Inspection Service, a separate department of the U.S. Postal Service. The Inspection Service is a major Federal law enforcement agency whose professional staff of POSTAL INSPECTORS carry out the security, investigative, audit, and enforcement responsibilities that keep the postal system sound and stable. It has jurisdiction in all criminal matters related to the integrity and security of the mail, and the safety of all postal property, valuables, and personnel. The Inspection Service plays a key role in maintaining effective postal operations by helping to establish safe and efficient systems, investigating criminal matters, and making certain that the mails are not used to encourage criminal activities.

Postal Inspectors perform a variety of duties and have jurisdiction over 85 postal-related laws. Their responsibilities can be divided into three broad areas, namely, criminal investigations; audit investigations; and security/administrative functions.

Criminal investigations deal with illegal acts committed against the U.S. Postal Service, its property, and personnel. The following are some examples of cases in the jurisdiction of the U.S. Postal Inspection Service: post office burglaries; robberies of postal facilities, vehicles, or mail carriers; embezzlement by postal employees; and thefts from house, apartment, or U.S. Postal Service mailboxes. POSTAL INSPECTORS also investigate cases of fraud involving use of the U.S. Mail. These acts, which cheat citizens from all walks of life, include land, charity, and advance-fee schemes; chain letters and lotteries; nonaccredited correspondence schools; and insurance, banking, and credit card frauds. The result has been the elimination of many fraudulent or borderline operations that cheat the public.

Illegal narcotics traffic is another target of POSTAL INSPECTORS who investigate cases of suspected movements of drugs, narcotics, and other controlled substances through the U.S. mail, and work closely with other Federal agents in efforts to halt such traffic. POSTAL INSPECTORS also probe incidents involving bombs or incendiary devices dispatched through the mail system or directed at properties of the U.S. Postal Service, and investigate extortion attempts, illegal transport of concealable firearms, and obscene materials sent through the mails.

Once assigned to a case, POSTAL INSPECTORS collect, assemble, and evaluate all available data and determine a course of action. Employing professional investigative techniques, they question witnesses and victims to develop leads and identify suspects. Crime laboratory services are used to analyze certain types of evidence that may help in tracing or identifying suspects. Suspects are sometimes kept under surveillance or stakeouts are used to locate others involved in a case. POSTAL INSPECTORS are armed and are empowered by law to apprehend, interrogate, and arrest suspects. They are also authorized to serve warrants and subpoenas to persons involved in a case. All of these powers are restricted to the enforcement of laws covering illegal use of the mails; properties of the United States in the custody of the U.S. Postal Service; or other postal offenses. However, these powers are valid even if the POSTAL INSPECTOR is not on U.S. Postal Service property. POSTAL INSPECTORS make comprehensive oral and written reports of data and evidence gathered in a case and submit them to supervisory personnel for evaluation. They work closely with U.S. Attorneys in preparing and prosecuting cases, and are often called upon to give testimony during court proceedings.

The next area of responsibility dealt with by POSTAL INSPECTORS involves audits that are investigations aimed at evaluating postal operations and identifying problems within the system itself. Using thorough investigative methods, POSTAL INSPECTORS determine whether the Postal Service is operating according to postal laws and regulations and in the best interests of the public. They also determine whether postal revenues are adequately protected and used economically. The results of these audits are often beneficial: they lead to reductions in operating costs and increases in management effectiveness in such areas as customer service, mail handling, financial operations, data systems, and work methods and procedures.

Security and administrative functions make up the last area dealt with by POSTAL INSPECTORS. Background and security investigations of designated personnel make certain that postal service standards are met. Effectiveness of fire, safety, and security systems being used in postal facilities are evaluated and surveys conducted to determine if improvements can be introduced. In cases of disasters such as floods, fires, and air or train wrecks, POSTAL INSPECTORS direct activities of mobile response units composed of postal security personnel responsible for recovering mail and providing security against theft or looting.

Persons considering this career area must be willing to accept certain basic features of the work. Initial work assignments are not made in the applicant's locality, and the individual must be willing to accept an appointment wherever the greatest need is. Because POSTAL INSPECTORS must respond to emergency situations, they are subject to call at any time and often work irregular hours. In addition,

the work involves a substantial amount of travel and time away from home. In extreme cases, POSTAL INSPECTORS may remain on extended duty, but are not eligible for overtime, night differential, or other types of premium pay. However, in the absence of special circumstances, they are assigned customary work schedules. POSTAL INSPECTORS often work under stressful and hazardous conditions and may be subject to physical injuries during the seizure and arrest of suspects. The fringe benefits of POSTAL INSPECTORS include paid vacations and sick leave, job security, and life and health insurance benefits. Postal Inspectors with 20 years of investigative work experience are eligible to retire at age 50.

### Job Requirements

Candidates for this position are carefully screened by the U.S. Postal Service. They must be U.S. citizens, between the ages of 21 or 34, and be willing to relocate to any part of the United States or Puerto Rico. Applicants must have a minimum of 4 years of general, or 3 years of specialized work experience. General work experience is that which shows an ability to work effectively with individuals or groups and to collect facts and prepare clear and concise written reports. Or the experience might have required a knowledge of mail handling and distribution operations or postal personnel or finance systems. A bachelor's degree from an accredited college or university in computer sciences, law, accounting, electrical or industrial engineering may be substituted for 3 years of general experience.

Specialized work experience can involve one of any number of specific work backgrounds. These include experience in investigations of complex insurance claims, particularly those involving frauds; of criminal cases for reputable attorneys; for government agencies; or for the Armed Forces, conducted as a uniformed law officer or detective. Experience may be in work as a practicing attorney; work involving application of financial or operations-management techniques; Postal Service positions such as supervisor or postmaster; or technical work dealing with finances or operations. A law degree; a master's degree in accounting, police science, public or business administration; or credentials as a C.P.A. may be substituted for 3 years of specialized experience. In all cases, candidates must demonstrate the ability to speak and write clearly; have poise, initiative, and a good appearance; be capable of exercising tact and sound judgement in dealing with others; and have a valid driver's license.

All candidates are given a qualifying oral interview and general aptitude test as well as thorough physical and psychological evaluations to be sure that they are free of any disability that would interfere with normal work performance. A thorough background investigation is made of each applicant including arrest records, and interviews with neighbors, work associates, and supervisors who provide

personal references. Candidates who meet all of the preceding requirements are given a numerical rating based on the written examination, education, experience, and veteran's preference if any, and are placed on an eligibility roster for possible future openings.

Newly hired trainees receive 16 weeks of intensive training. It consists of 8 weeks of basic instruction at the Inspection Service training facility located in Bethesda, Md.; 4 weeks of field training in the postal division to which the trainee is assigned; and an additional 4 weeks of specialized instruction that includes use of firearms; defensive tactics; search and seizure techniques; court and legal procedures; postal operations; auditing techniques; and Federal laws that apply to Inspection Service activities. After the completion of training, new POSTAL INSPECTORS begin work at their assigned locations; they are given on-the-job training until they can function independently and successfully complete their probationary period. Throughout their postal careers, they continue to receive training to keep them current with new laws, procedures, and court decisions involving their work.

### Opportunities

The turnover rate for POSTAL INSPECTORS is low and it is difficult to project future demand. As with most Government agencies, the availability of openings depends on the funding provided by legislators and may vary from year to year. This career, however, is well worth considering, and the U.S. Postal Inspection Service is interested in receiving applications from qualified individuals regardless of whether openings exist at a particular time.

The advancement potential for POSTAL INSPECTORS is excellent and those who qualify can compete for promotions to supervisory or administrative positions.

DOT Title and Code: POSTAL INSPECTOR 168.267-062

## Special Agent, Bureau of Alcohol, Tobacco, and Firearms

### a t f special agent

An essential part of the Federal Government's law enforcement effort is the U.S. Treasury Department's Bureau of Alcohol, Tobacco, and Firearms (BATF). ATF SPECIAL AGENTS, stationed in hundreds of offices throughout the United States contribute greatly in the battle against crime and violence in our country. The work of these agents is far from routine as they face ever-changing situations while carrying out their duties. The major responsibilities of ATF SPECIAL AGENTS are twofold. First, they enforce

Federal laws concerned with the sale, transfer, manufacture, import, and possession of firearms and explosives. In addition, agents inspect the records and inventories of licensed firearms or explosives distributors to check compliance with Federal laws and uncover possible evidence of unlawful activities. Throughout their investigations, AFT AGENTS rely on their extensive knowledge of firearms and explosives. They probe a variety of cases involved with illegal transport, across State lines, of firearms and explosives. Their efforts are particularly directed at organized criminal elements and terrorist groups operating in this country. Agents seek to eliminate or substantially reduce the illegal possession, by these groups, of items such as handguns, sawed-off shotguns, fully automatic or rapid-fire weapons, dynamite, and plastic explosives. In addition, agents investigate and solve bombing incidents and attempt to prevent repetition of such occurrences.

The second major responsibility of ATF AGENTS involves the difficult task of enforcing Federal liquor and tobacco regulations. They investigate and uncover illicit distillery operations and are empowered to seize and destroy contraband and illegal production facilities. They work to reduce contraband cigarette smuggling and bootlegging of untaxed tobacco products by locating and eliminating sources of supply as well as distribution networks. Activities of reputable distillers, breweries, and manufacturers are also investigated, to make certain that regulations pertaining to alcohol and tobacco products are being followed.

Regardless of the type of case assigned, AFT SPECIAL AGENTS, working alone or in teams, gather all available data and plan the conduct of the investigation. They make use of the technical resources of their own bureau as well as those of other law enforcement agencies in obtaining additional information relevant to the case. They interview, observe, and interrogate suspects, informants, and witnesses connected with the investigation to gather facts and evidence of Federal violations. In addition, agents engage in surveillance activities on foot, in vehicles, or at stakeouts, and, if necessary, use court-approved electronic methods. Agents also assume other identities and work undercover. They associate with criminals, purchase contraband, observe illegal activities, and gather intelligence information through this investigative method. After sufficient evidence is gathered, it is evaluated by AFT SPECIAL AGENTS to determine what actions should follow. Where indicated, agents seize, search, and arrest suspects and gather contraband and other evidence as authorized by appropriate legal warrants. In carrying out these tasks, agents work in teams, or as part of a larger group of agents conducting raids of suspected locations. AFT SPECIAL AGENTS are trained in self-defense tactics as well as in the use of various types of firearms and employ these skills as needed during the course of an investigation. Agents prepare detailed, written summaries of all facts and evidence assembled in each investigation. They assist the U.S. Attorney in preparing



the case before trial and in presenting it before the court. AFT SPECIAL AGENTS often make court appearances to testify for the prosecution during criminal proceedings.

SPECIAL AGENTS may be assigned to work locations anywhere in the United States and travel frequently during the course of their investigations. They are also subject to transfers and work assignments based on the needs of the bureau. The working hours of SPECIAL AGENTS are often irregular and in excess of 40 hours a week. Besides working under stressful and dangerous conditions, the work is often physically strenuous and is performed in all kinds of environmental conditions. These factors should be weighed carefully when considering this career. The fringe benefits available to ATF SPECIAL AGENTS include paid vacations, sick leave, overtime pay, low-cost medical and life insurance, and retirement annuities. Agents with 20 years of service in the criminal investigation field may retire at 50.

### Job Requirements

Applicants for the job of AFT SPECIAL AGENT must be U.S. citizens between the ages of 21 and 35, at the time of appointment to duty. Other requirements include a bachelor's degree, in a field of major study, from an accredited college or university; or 3 years of work experience that includes at least 2 years of criminal investigation activity. In some cases, academic study beyond the high school level may be substituted for work requirements at the rate of 1 year of study for 9 months of specialized experience. In addition, applicants must get a qualifying score on the Treasury Enforcement Agent Examination which is administered by the U.S. Office of Personnel

Management. Individuals who have completed accredited courses in police science or police administration may have extra points added to their qualifying score on this examination. Those who qualify are placed on a certified list of eligible candidates by the U.S. Office of Personnel Management. Persons with the highest scores are then further evaluated by personnel of the Bureau of Alcohol, Tobacco, and Firearms. Extensive interviews take place during which ratings are given for such factors as appearance, poise, communication skills, interpersonal skills, and analytical ability. A qualifying medical examination determines physical and mental fitness for normal work and training activities. Finally, a comprehensive background investigation of each candidate is made to assess general character, honesty, stability, and overall suitability for this position.

Newly hired agents enter an intensive training and development program that provides the special knowledges and skills demanded by the Bureau of Alcohol, Tobacco, and Firearms. The program combines classroom study, coupled with closely supervised on-the-job training. New agents first receive about 8 weeks of intensive training at the consolidated Federal Law Enforcement Training Center in Georgia. This general program of study includes subject areas such as use of firearms, methods of self-defense, arrest and surveillance techniques, undercover operations, courtroom procedures, rules of evidence, scientific investigative devices, techniques of investigation, and bureau rules and regulations. Later, new agents enter the Special Agents Basic School where they receive specialized instruction related to their responsibilities. Courses are given in firearms and explosives identification and nomenclature, search techniques at bomb scenes, illegal liquor and tobacco investigations, case report preparation, and Federal laws enforced by the Bureau of Alcohol, Tobacco, and Firearms. After successfully completing training, new agents are assigned to BATF field offices where they work under the guidance of experienced ATF SPECIAL AGENTS

### Opportunities

Candidates for ATF SPECIAL AGENT positions are selected from the U.S. Office of Personnel Management register of persons meeting the basic entry requirements of the Bureau of Alcohol, Tobacco, and Firearms (BATF). Competition for appointment to this position is keen because of the large number of applicants and small turnover rate within the Bureau. The availability of openings varies each year and is based primarily on the funds made available by Congress. It is the policy of this agency to advance and develop employee potential within reasonable periods of time. Prospects for upward mobility are favorable and agents who demonstrate the capability to assume more difficult and responsible assignments are recommended for promotion by supervisory personnel.

DOT Title and Code: SPECIAL AGENT 375.167-042

## Special Agent, Customs

### Criminal investigator, customs

The U.S. Customs Service, a part of the Department of the Treasury, enforces not only its own, but some 400 laws and regulations for 40 other Federal agencies. Playing a crucial part in carrying out these responsibilities is a highly trained group of plainclothes investigators called SPECIAL AGENTS. They make certain that the Government obtains revenue on incoming goods and that contraband and controlled substances, including marijuana, narcotics, and dangerous drugs, do not enter or leave the country illegally. SPECIAL AGENTS investigate smuggling, currency cases, criminal fraud against the revenue system, and major cargo thefts. Their targets include professional and amateurs alike: international crime syndicates, importers undervaluing goods to avoid duties or taxes, and tourists giving false information on baggage declarations. Through investigation of individuals, of transporters, and of merchandise arriving in or departing from the United States, they protect both Government and business community interests, as well as the health and safety of our citizens.

SPECIAL AGENTS, of course, cannot function without assistance in their investigations and sometimes require the aid of other law enforcement officers. For example, information supplied by CUSTOMS PATROL OFFICERS, CUSTOMS IMPORT SPECIALISTS, and CUSTOMS INSPECTORS often eventually leads to the undoing of persons engaged in illegal acts. Besides coordinating efforts with the Customs Service personnel, agents also work along with representatives of other law enforcement agencies, such as the Federal Bureau of Investigation, Immigration and Naturalization Service, and the Drug Enforcement Administration. SPECIAL AGENTS gather information from different sources including informants, public and private records, surveillance activities, and questioning of suspects. At times, other identities are assumed and work is performed undercover to collect evidence of illegal activities. In some instances, agents make use of support services such as complex radio communications networks; Customs Dog Handlers whose specially trained canines can detect hidden quantities of narcotics; or Customs Pilots who patrol designated areas to detect questionable or illegal activities.

After gathering and analyzing all available facts and evidence in a case, SPECIAL AGENTS plan what investigative, seizure, and arrest activities should follow. These agents have special powers of entry, search, seizure, and arrest when enforcing customs laws and regulations. They are authorized to board common carriers and search both property and people, using firearms or other means to gain access. SPECIAL AGENTS have the broadest powers of search of any law enforcement personnel in the United

States; probable cause is not needed to justify search or seizure near a border or port of entry. Probable cause, but not a warrant, is necessary to conduct a search in the interior of the United States. In cases where arrests take place for violations of customs laws, along with the seizure of contraband, vehicles, air or seacraft suspected of carrying smuggled merchandise, SPECIAL AGENTS play an active role in starting criminal or civil proceedings. Detailed, written reports of all facts and evidence gathered during investigations are prepared for use in trials, and prosecuting attorneys are assisted in readying cases for prosecution. SPECIAL AGENTS are frequently called upon to testify for the prosecution during court proceedings. In addition, applications for duty refunds are investigated to determine if they are legitimate, and recommendations are made regarding increases or reductions in penalty payments owed to the U.S. Customs Service.

The customs territory of the United States consists of the 50 States, the District of Columbia, Puerto Rico, and the U.S. Virgin Islands. SPECIAL AGENTS are generally assigned to any of the nearly 300 ports of entry, as well as land and sea borders in these areas, but some are given overseas assignments. Agents often work shifts and weekends in excess of 40 hours a week, and may be required to travel during investigations. At some point in their career, relocation to other work stations may also be required. Persons considering this career should note that hazardous duty, working under stress, and the risk of physical injury are typical conditions of this work. The fringe benefits of work as a SPECIAL AGENT include paid vacation and sick leave; low-cost group hospitalization plans; low-cost life insurance plans; military service leave; and a retirement plan covered by the Bureau of Retirement of the Office of Personnel Management.

### Job Requirements

Applicants for this position must be United States citizens under the age of 35, and must be willing to accept assignment anywhere within the customs territory of the United States. An applicant should be a college graduate preferably with a degree in police science, law, or business administration specialties such as accounting, economics, or finance. In addition, each candidate must have at least 2 years of specialized criminal investigative or related work experience. This work background must demonstrate the individual's ability to exercise tact, judgment, and resourcefulness; interpersonal skills; and proficiency in analyzing and evaluating data and evidence. Relevant work experience may be substituted for college training at the rate of 1 scholastic year for 9 months of experience. All candidates must also attain a qualifying grade on the Treasury Enforcement Agent Examination, which is designed to measure investigative skills.

All applicants must pass a rigid physical examination, be capable of strenuous physical activity, have excellent hear-

ing, eyesight, and normal color vision, and be free of any disabilities that would interfere with training and work performance. Finally, each candidate must pass a thorough personal background investigation. Those who meet all of these various requirements receive about 11 weeks of basic law enforcement training at the Treasury Agents' School. This consists of extensive training in the use of firearms; undercover operations; surveillance techniques; rules of evidence and courtroom procedures; customs laws and regulations; and current law enforcement and investigative techniques. After successful completion of training, appointments are made on a probationary basis. New agents work with experienced agents and are guided by supervisory personnel who assist in the development of work skills. After satisfactory completion of probation, usually of 1 year, new agents receive permanent employment status as SPECIAL AGENT, U.S. CUSTOMS.

### Opportunities

Positions as SPECIAL AGENT are obtained through the competitive civil service system of the Federal Government. The availability of openings varies from year to year, depending on the agency budget. Usually, favorable opportunities for entry develop quite regularly. Advancement potential in this work is excellent, and SPECIAL AGENTS who qualify are eligible to compete for supervisory or higher level positions with the U.S. Customs Service.

DOT Title and Code: SPECIAL AGENT, CUSTOMS 188.167-090

## Special Agent, Drug Enforcement Administration

### DEA special agent

The primary mission of DEA SPECIAL AGENTS is to enforce laws dealing with narcotics and dangerous drugs by investigating the alleged or suspected criminal activities of major drug traffickers on both the national and international scene. They concentrate their efforts on locating and eliminating illegal sources of supply and distribution that quite often involve secret manufacturers of drugs and sources of drugs diverted from legitimate channels. When a case assignment is received from DEA supervisory personnel, SPECIAL AGENTS, working alone or in teams, review and analyze all of the available data the agency has on file and make preliminary plans about the ways in which the investigation will be conducted. Additional facts and evidence are obtained by interviewing, observing, and interrogating witnesses, suspects, and informants with knowl-

edge of the case. In many instances, agents must carefully examine and evaluate financial and inventory records or other sources of information to verify facts previously obtained or to uncover new evidence indicating criminal activities. Very often, hard facts and evidence about activities of illegal drug dealers cannot be obtained by traditional investigative methods. In such cases, SPECIAL AGENTS undertake the very risky job of assuming other identities and working undercover. This is a stressful, demanding activity requiring long hours and close association with some of society's most undesirable elements.

An important part of the SPECIAL AGENT's job involves surveillance activities. This is done in a number of ways, such as on stakeouts, in vehicles, or on foot, and may involve the use of electronic methods authorized by appropriate court orders. Information concerning illegal drug trafficking by individuals and organized groups is collected, analyzed, and distributed as intelligence data so that investigations may be conducted in a systematic fashion and duplication of effort avoided. These data are also used in the planning and development of DEA strategies and in the continuous exchange of information among Federal, State, and local law enforcement agencies and appropriate foreign governments. When investigations have been concluded, SPECIAL AGENTS evaluate all of the available facts and evidence, and consult with supervisory personnel to determine what legal actions should follow. SPECIAL AGENTS have full police power to enforce all Federal laws anywhere in the United States. When sufficient evidence exists they arrest, take suspects into custody, and seize evidence and contraband as authorized by appropriate legal warrants. These actions are carried out by teams of SPECIAL AGENTS or by groups of agents who are part of a strike force unit. DEA SPECIAL AGENTS are well trained in the use of firearms and self-defense methods and employ these skills, as needed during arrests. Agents prepare detailed, written reports of each case in which they take part. These include all data, evidence, statements of witnesses and defendants, and other relevant information useful during court proceedings. They assist government attorneys in trial preparations and testify for the prosecution during trials and grand jury proceedings.

The Drug Enforcement Administration is also responsible for regulating the legal trade in narcotic and dangerous drugs, and SPECIAL AGENTS must have the versatility to conduct accountability investigations of drug wholesalers, suppliers, and manufacturers. Activities include establishing import-export and manufacturing quotas for various controlled drugs, registering all authorized handlers of drugs, inspecting the records and facilities of major drug manufacturers and distributors, and investigating instances where drugs have been illegally diverted from legitimate sources. Besides their enforcement responsibilities, DEA SPECIAL AGENTS use methods of training and education in their fight against narcotics and drug abuse. In overseas opera-

tions for example, DEA activities are aimed at developing international awareness of the criticality of the illegal drug problem, and obtaining support for drug trafficking-suppression measures. Agents also work to secure cooperation between nations in sharing information and intelligence about drug-related activities. On the domestic scene, SPECIAL AGENTS train Federal, State, local, and foreign law enforcement officers in drug identification techniques and narcotic and dangerous drug control methods. Special training is also available through DEA in forensic drug chemistry for chemists employed by law enforcement agencies and for key personnel in the legal drug industry. Agents give lectures, make speeches, and serve as panel members for civic, social, community, and other types of organizations expressing concern and interest in the drug abuse problem.

SPECIAL AGENT positions are located in most major cities throughout the United States, and in certain large cities overseas. The work involves frequent travel as well as irregular hours and overtime. SPECIAL AGENTS must be available for assignment at any time; they are usually required to transfer to different locations, at government expense, based on workload requirements and the needs of the agency. This job involves hazardous duty, working under stress, and the possibility of physical injury during dangerous assignments. The fringe benefits that DEA SPECIAL AGENTS receive include paid vacation and holidays; sick leave; overtime pay; low-cost medical and life insurance; financial protection in the event of job-related injury or death; and a liberal retirement pension. Agents with 20 years of service in criminal investigation activities are permitted to retire at age 50.

### Job Requirements

Candidates for the job of SPECIAL AGENT, DEA, must be U.S. citizens between the ages of 21 and 34 at the time of appointment to duty. Exceptions, up to age of 40, are made for candidates with exceptional qualifications. Educational requirements include a bachelor's degree plus 1 year of graduate work, or an LL.B. (Bachelor of Laws); or 4 years of responsible professional or administrative experience that gives evidence of the individual's ability to perform the basic duties of a SPECIAL AGENT; or an equivalent combination of education and experience. Each application is required to attain a qualifying score on the Professional and Administrative Career Examination (PACE), a 4½-hour written examination administered by the U.S. Office of Personnel Management. Persons meeting certain standards are placed on a certified list of eligible candidates by the U.S. Office of Personnel Management. Those selected from this list by the Drug Enforcement Administration are given a qualifying medical examination to determine physical and mental fitness, and must be free of any impairment that would interfere with normal work performance. Vision requirements for SPECIAL AGENTS are 20/40 in both eyes without glasses for distance vision; and

20/20 in one eye and 20/30 in the other with glasses permitted. Candidates are further evaluated through personal interviews. They are rated for such factors as appearance, poise, and communication skills. Finally, a thorough background investigation is made to determine general character, honesty, and general suitability for this position. A valid driver's license is needed at the time of appointment.

Newly hired agents undergo a formal 10-week training program in Washington, D.C., shortly after appointment. The course is designed to provide the knowledges and skills the Drug Enforcement Administration demands of its SPECIAL AGENTS. The subjects dealt with during this training period include agency rules, regulations, and procedures; use of firearms; methods of self-defense; arrest and surveillance techniques; criminal law; undercover operations; court procedures; investigation techniques; rules of evidence; criminology; drug and narcotics identification; and the use of legal warrants. After successfully concluding this program, new agents are assigned to DEA field offices where they work with experienced personnel until they can function independently. SPECIAL AGENTS continue to receive periodic training throughout their careers to keep them current with developments in their field of work.

### Opportunities

The Drug Enforcement Administration selects candidates from the U.S. Office of Personnel Management list of persons meeting the basic entrance requirements of the agency. Available openings vary each year based primarily on budget factors and the needs of the agency. When vacancies for entry positions do occur, competition is keen because of the sizeable number of candidates and an extremely low turnover rate within DEA. Once hired, one's prospects for upward mobility are generally good. SPECIAL AGENTS are eligible for promotion after 1 year of satisfactory work performance at the entry level. Promotions are not automatic but based on the agent's job performance, demonstrated ability to perform the duties of the higher level job, and the recommendations of supervisory personnel.

DOT Title and Code: SPECIAL AGENT 375.167-042

## Special Agent, FBI

### FBI agent

The Federal Bureau of Investigation (FBI) is probably the best known of the several major agencies that are part of the U.S. Department of Justice. The FBI is responsible for the

investigation of over 200 different types of cases resulting from violations of Federal laws within its jurisdiction. The FBI is a fact-gathering agency and its SPECIAL AGENTS function only as investigators. This agency does not prosecute cases but turns over facts and evidence to a U.S. Attorney, who makes the decision regarding legal action.

In addition to its investigative activities, the FBI provides important supportive services to law enforcement units at the Federal, State, and local levels. Bureau personnel assist these various units by providing access to extensive files of fingerprints, firearms, document examinations, typewriter faces, handwriting, nicknames of criminals, heelprints, tire treads, paper watermarks and automotive paint samples, to name just some of the subject areas. In addition, the FBI has the world's largest crime laboratory, which provides such skilled services as microscopic and chemical analysis, spectography, and cryptography. The FBI also conducts specialized training programs at its National Academy for selected members of police agencies throughout the country in a continuing effort to increase the effectiveness of law enforcement at all levels.

The FBI's SPECIAL AGENTS are responsible for enforcing a wide variety of Federal laws within their jurisdiction dealing with such matters as kidnapping, bank robbery, thefts of government property, organized crime activities, espionage, sabotage, civil rights violations, and white-collar crimes like bank embezzlements or bankruptcy fraud. SPECIAL AGENTS can be assigned to any of these various cases; however, where possible, those with specialized backgrounds, such as accounting or science, are given cases in which their skills can best be used.

The most important function of these Agents is gathering evidence in cases where specific Federal laws have been violated, and presenting their findings to the office of a U.S. Attorney. Agents carry out their assignments and conduct their investigations thoroughly, using the considerable resources of the Bureau. When a case assignment is received, Agents, working alone or in teams, review and analyze all of the available data and plan the scope and direction the investigation will take. They gather facts and evidence by interviewing, observing, and interrogating suspects, informants, and witnesses involved in the case. In addition, Agents examine and evaluate records and other pertinent information to uncover evidence or to discover facts that confirm evidence already obtained.

Under certain circumstances, they assume other identities and work undercover to observe suspects and gather evidence needed to build or solve a case. Surveillance activities are another important part of an FBI Agent's work. They are carried on in different ways, such as on foot, in vehicles, or on stakeouts, and include the use of court-authorized electronic methods when necessary. When the Agents assigned to a case have completed their investigations, facts and evidence are evaluated to determine what actions will be taken. When indicated, Agents seize, arrest

and take suspects into custody, as authorized by appropriate legal warrants. Such actions may be carried out by teams of Agents or, in some cases, by large groups of Agents participating in raids. FBI Agents are skillful in the use of several types of firearms as well as in hand-to-hand defensive tactics. They use these skills as needed when seizing and arresting suspects.

FBI Agents are required to prepare detailed, written reports on all aspects of cases in which they are involved. Included in these reports are all facts, evidence, statements of witnesses, and other pertinent case data which can be used in future legal proceedings. Agents also confer with and assist the staff of U.S. Attorneys' offices in preparing cases for trial, and appear as witnesses during trials and grand jury hearings.

Most FBI SPECIAL AGENTS are assigned to one of the 59 divisional offices located in cities throughout the United States and Puerto Rico. The remainder work in FBI headquarters in Washington, D.C., or in FBI resident agencies scattered across the Nation. Work in excess of 40 hours a week is common, and Agents may be called upon to travel during the performance of duties. They must be available for assignments at any time, and are subject to call 24 hours a day. In addition, transfer to different work locations is usually required at some point during their careers. Hazardous duty, working under stress, and the prospect of physical injury resulting from participation in dangerous assignments are essential aspects of this work. The fringe benefits Agents receive include paid vacations; sick leave; life insurance; full medical insurance; overtime pay; and retirement annuities. FBI Agents with 20 years or more of service are required to retire at age 55. All Agents are covered by the Retirement and Insurance Division of the U.S. Office of Personnel Management.

### Job Requirements

Candidates for this position are carefully screened by the Federal Bureau of Investigation. They must be U.S. citizens, between the ages of 23 and 34, and be willing to accept assignment anywhere within the United States and Puerto Rico. There are five entrance programs under which applicants can qualify for possible appointment to the Special Agent position. These are Law, Accounting, Language, Modified, and Science. An applicant applying under the Law Program must be a graduate of a State-accredited, resident law school with at least 2 years of resident, undergraduate college work. Those applying as accountants must possess a 4-year resident college degree with a major in accounting; linguists must have a 4-year resident college degree and fluency in a foreign language. Candidates for consideration under the Modified Program need 3 years of full-time work experience in addition to a 4-year resident college degree, or 2 years of such work experience if they possess an advanced degree. Many options are available

under the Science Program, with qualification possible based on a background in such areas as electrical engineering, metallurgy, physics, chemistry, biological science, pharmacology, toxicology, and mathematics. These are not all inclusive, however, as backgrounds in business or public administration, computer science, management information sciences or systems can also be qualifying, as can expertise as a firearms examiner, explosives examiner, document or fingerprint examiner. As in the other programs, candidates under the Science Program must possess a resident college degree, with advanced degrees or professional experience necessary in many instances. College transcripts and detailed résumés showing experience must be submitted by candidates seeking to qualify under the Science option.

All candidates must qualify on batteries of written and oral examinations designed to measure emotional stability; resourcefulness; interpersonal and communications skills; and the ability to apply analytical methods to work assignments. Since Agents have to be able to use firearms, participate in dangerous assignments, raids, and defensive tactics, each individual must pass a rigid physical examination, be capable of strenuous physical exertion, have excellent hearing, eyesight, and normal color vision. In addition, before hiring, the FBI conducts an extensive background and character investigation.

Applicants who receive appointments as SPECIAL AGENTS undergo training at the FBI Academy located on the U.S. Marine Corps Base at Quantico, Va. For a period of about 15 weeks they receive intensive training in defensive tactics, judo, and the use of various types of firearms. Thorough instruction is also given in Federal criminal laws and procedures; investigative methods; fingerprinting techniques; and FBI rules and regulations. After successfully completing training, new Agents are appointed on a probationary basis. They are assigned to FBI field offices and initially team with experienced Agents under actual field conditions. After 1 year of satisfactory performance they receive permanent employment status as SPECIAL AGENT, FBI.

### Opportunities

The turnover rate for SPECIAL AGENTS in the FBI is very low, and it is difficult to project future openings. However, as the responsibilities of this agency increase, the need for Agents should expand as well, and provide greater opportunities for new entrants. Regardless of whether openings exist at a particular time, applications from qualified individuals are always of interest to this agency.

Supervisory and administrative positions are filled by Agents from within the organization, and promotions are based on demonstrated leadership qualities and work expertise.

DOT Title and Code: SPECIAL AGENT, FBI 375.167-042

## Special Agent, Internal Revenue Service (Criminal Investigation Division)

### Special agent, criminal investigation division

Criminal violations of the Internal Revenue Code, with the exception of those relating to alcohol, tobacco, and firearms, are the responsibility of SPECIAL AGENTS of the Criminal Investigation Division (CID). Attempts to evade or defeat a tax and willful failure to file returns are the principal violations with which agents are concerned. Their investigations center primarily on income, employment, and excise taxes, and are carried out to the extent necessary to determine if violations of Federal tax laws have occurred. If violations took place, SPECIAL AGENTS must then gather sufficient evidence to prove guilt beyond a reasonable doubt. Tax fraud occurs in a variety of occupations and income groups. Examples of those who may be recommended for prosecution are attorneys, accountants, politicians, proprietors of business, tax protesters; corporate officers, narcotics dealers, and physicians. Tax evaders often use clever methods to avoid tax payments, and their criminal acts often take place over a period of years. As a result, investigations are made difficult by the numerous transactions taking place during these years, plus the sizeable amounts of records requiring analysis.



The investigation process begins when the Criminal Investigation Division in a particular tax district receives reports about alleged tax violations. Typical sources of this information include IRS Agents, Tax Technicians, and Revenue Officers; IRS SPECIAL AGENTS working on related cases; officers of other Federal, State, and local law-enforcement agencies; and informants. The information is evaluated by supervisory personnel, and, if criminal violations are indicated, the case is assigned to a SPECIAL AGENT of the Criminal Investigation Division. Initially, SPECIAL AGENTS attempt to determine the true taxable income of the subject and whether a deliberate attempt was made to understate income or avoid filing a tax return. They do this by interviewing the subject, key witnesses, and other parties to the case. Any evidence gathered is carefully recorded, evaluated, and organized. In certain instances, individuals involved in a case are hostile or reluctant to give information, or they may give false testimony to protect the taxpayer in question. SPECIAL AGENTS, however, are quite skilled at spotting tax frauds and uncovering unreported income or hidden assets. In cases where taxpayer records are withheld, lost, destroyed, or altered, SPECIAL AGENTS are faced with the difficult task of reconstructing these records by locating alternative sources of information. They do so by investigating the subject's personal and financial history, and examining such items as bank records and cancelled checks, brokerage accounts, property transactions, and tax returns filed in past years. These activities require a sound knowledge of accounting and tax-law procedures, rules of evidence, and the constitutional rights of individuals involved in the case.

Besides gathering data, SPECIAL AGENTS engage in surveillance of suspects and are authorized to conduct searches and arrest individuals, using physical force or firearms, as necessary to protect human life. Once a case assignment is concluded, SPECIAL AGENTS prepare detailed reports of all information gathered during the investigation process. These reports contain a history of the investigation, evidence of additional income and intent to defraud; the subject's explanation and defense of actions, and any evidence which either proves or disproves the subject's defense. In addition, the report contains the agents' conclusions about the case, as well as recommendations about criminal prosecution and civil penalties. If the subject of the investigation is brought to trial, SPECIAL AGENTS assist the U.S. Attorney in preparing the case and usually appear as principal witnesses for the government.

An important function of IRS SPECIAL AGENTS involves investigations of organized crime activities. Under Federal law, income from illegal sources such as bootlegging, prostitution, and narcotics sales is subject to tax. Such income is used by members of organized crime to support other illegal activities or to infiltrate legitimate businesses. As a result of IRS investigations, many crime figures have been prosecuted and convicted of tax evasion, resulting in

substantial blows to the financial resources of criminal groups. As part of this effort, the Internal Revenue Service participates in the Federal Organized Crime Strike Force Program and works on a cooperating basis with other law enforcement agencies at all levels of government.

SPECIAL AGENTS may be assigned to work locations at the National Office of the Internal Revenue Service in Washington, D.C., or one of the regional or district offices located throughout the United States. Regional offices are situated in the following major cities: New York, Philadelphia, Atlanta, Chicago, Cincinnati, Dallas, and San Francisco. There are 58 district offices with at least one in each of the 50 States. SPECIAL AGENTS may be required to travel during the course of investigations, and working hours are sometimes irregular and in excess of 40 hours a week. In addition, they often work under stress and are exposed to the risk of physical harm when participating in arrests. The fringe benefits which IRS SPECIAL AGENTS receive include paid vacation, sick leave, overtime pay, low-cost medical and life insurance, financial protection in the event of job-related injury or death, and a liberal retirement annuity. SPECIAL AGENTS with 20 years of service in criminal investigation activities are permitted to retire at 50.

### Job Requirements

Candidates for the position of SPECIAL AGENT must be U.S. citizens up to 34 at a time of appointment and must meet the following requirements: a bachelor's degree that includes at least 15 semester hours in accounting plus at least 9 semester hours in related business subjects, or 3 years of professional work experience in accounting. Applicants with accounting credentials plus a law degree may enter this position at a higher grade level. In addition to meeting these basic requirements, it is necessary to receive a qualifying grade on the Treasury Enforcement Agent Examination, conducted by the U.S. Office of Personnel Management.

A comprehensive medical examination is also required to determine physical and mental fitness and freedom from conditions that would interfere with normal work and training. Further evaluations through personal interviews and a comprehensive background investigation determine such factors as honesty, general character, stability, and suitability for this work.

Newly appointed SPECIAL AGENTS participate in an intensive training program that lasts approximately 20 weeks. The program is conducted at the consolidated Federal Law Enforcement Training Center near Brunswick, Ga., where agents attend three separate schools. First, they attend Special Agent Basic School for instruction in such subjects as fundamentals of criminal law; rights of individuals; rules of evidence and court procedures; use of search warrants; IRS practices and procedures; interviewing techniques; use of firearms; criminal investigation techniques;

surveillance, undercover, and arrest techniques; and techniques of photography. Next comes Criminal Investigation School, where training is received in basic income tax law and simpler types of criminal tax investigations. Finally, they return to home offices for an extended period of on-the-job training and closely supervised conduct of simple investigations. If they progress satisfactorily, they are sent to Special Agent Intermediate School. After successfully concluding this program, new agents report to their work stations where they work with experienced IRS staff. They remain on probation for a period of 1 year and are permanently appointed after demonstrating satisfactory work performance. SPECIAL AGENTS receive continuous training throughout their careers to sharpen skills and keep them abreast of new developments in the field.

### Opportunities

The Internal Revenue Service selects candidates for SPECIAL AGENT positions from the U.S. Office of Personnel Management Register of those meeting basic entry requirements. The number of openings available each year is difficult to project because they are based primarily on the annual funding authorized by the Congress. Prospects for advancement in this work are generally good and individuals who demonstrate the skills needed to assume higher level duties may move into supervisory or higher managerial positions.

DOT Title and Code:	SPECIAL AGENT	375.167-042
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## Special Agent, Secret Service

### Secret service agent

The primary responsibility of the Secret Service is protection of the President of the United States. In addition, SPECIAL AGENTS are authorized by law to protect the Vice President, the immediate families of the President and Vice President, the President-elect and Vice President-elect, and their immediate families, a former President and his wife during his lifetime, the widow of a former President until her death or remarriage, minor children of a former President until age 16, major Presidential and Vice Presidential candidates, and visiting heads of foreign governments.

The protective measures used by the U.S. Secret Service are, for the most part, basically the same for all individuals being safeguarded. When SPECIAL AGENTS are assigned to protect a particular person, their first task is to plan, organize, and put into effect security arrangements well in

advance of the person's arrival. These advance agents and other agency staff work closely with the SPECIAL AGENT in CHARGE of the district field office in devising all of the projected security arrangements. These arrangements are never exactly alike and depend on such factors as the identity and number of persons to be protected; time, location, and length of visits; and itinerary and methods of transportation. Included in advance security preparations are some of the following elements: Creation of security perimeters, for example, is a vital element in security operations. This blanket security results from the work of advance teams of SPECIAL AGENTS who thoroughly inspect the area and who determine the manpower and equipment needed to carry out the assignment. These security arrangements may include the use of police patrols on the streets parallel, adjacent, or having access to the route to be taken, or the deployment of helicopters for surveillance purposes. If the person being protected is travelling on or near water routes, U.S. Coast Guard and police patrol craft are used. SPECIAL AGENTS assigned to advance-team duty are also responsible for briefing and assigning personnel to duty posts, and for selecting sites, such as hospitals, evacuation routes, and relocation areas to be used in emergency situations.

SPECIAL AGENTS assigned to protective duty receive essential support from the Intelligence Division of the Secret Service. Intelligence agents provide this support by collecting, evaluating, storing, and distributing protective-security information to agents responsible for protection activities. Agents assigned to intelligence activities gather much of their information by developing and maintaining contacts with State and local law enforcement agencies, as well as such Federal agencies as the Federal Bureau of Investigation, Central Intelligence Agency, Treasury Department, Department of State, Department of Defense, Drug Enforcement Administration, U.S. Postal Service, and the General Services Administration. Some examples of information sought by intelligence agents from law enforcement agencies and concerned citizens include facts about individuals who advocate the violent overthrow of our government; persons or groups making direct threats against or displaying intent to harm anyone under Secret Service protection; persons with a history of violent behavior, grudges, or strong grievances against public officials; activities of persons or groups who advocate interference with, harassment, or harm to public officials. However, the Secret Service does not seek information about individuals or groups voicing legitimate criticism of or opposition to government policies or public officials. In addition, SPECIAL AGENTS involved with intelligence gathering are responsible for overseeing electronic-security operations and keeping current with new developments in security measures.

Prior to the arrival of the person under their protection, the Secret Service conducts detailed briefings of all staff

involved with the assignment. The subject areas covered at these meetings include work locations and areas of responsibility, protective-intelligence data, contingency plans, and the official identification methods to be used by agency personnel during the assignment. Security operations during each protective assignment are coordinated and controlled by Secret Service personnel in a central command post. This post functions as a vantage point and communications center in which intelligence data and orders are received and sent to SPECIAL AGENTS on protective details. SPECIAL AGENTS assigned to the permanent Secret Service detail that protects the President have a difficult and complicated mission. While charged with providing the Chief Executive with maximum protection, they have the impossible task of guarding against all of the perils that can develop, particularly when national or international travel is involved. Presidents are often reluctant to follow any security measures that hinder their work activities or limit their contact with the general public. Providing maximum security without affecting the President's customary routine makes the work of these SPECIAL AGENTS a complex and challenging assignment.

Besides their protective responsibilities, SPECIAL AGENTS of the Secret Service have investigative functions as well. They investigate all cases which involve counterfeiting of U.S. currency and securities, and forgery of U.S. Government checks, bonds, and securities. In addition to counterfeiting activities, SPECIAL AGENTS investigate the forgery of all U.S. obligations, primarily checks, bonds, and securities. In most instances, these are stolen items that fail to reach the payees and are forged and cashed by the thieves. Each year, SPECIAL AGENTS seize and arrest thousands of people engaging in such illegal activities.

Regardless of the type of case assigned, SPECIAL AGENTS working alone or in teams collect and evaluate all of the available data from other law enforcement agencies, informants, and the general public and plan the conduct of the investigation. They interview witnesses and suspects to obtain useful information and evidence in the case. Where necessary, they work undercover, keep suspects under surveillance, and use court-approved listening devices to gather evidence and uncover others involved in the case. After gathering and analyzing all available data and evidence, SPECIAL AGENTS determine what investigative, arrest, and/or seizure activities are in order. Where the evidence indicates, they seize, search, arrest, and take suspects in custody, as authorized by appropriate legal warrants. They carry out these activities in teams, or as part of a group of agents conducting raids on suspected establishments. SPECIAL AGENTS are highly skilled in the use of various types of firearms as well as hand-to-hand defensive tactics, and use these skills as needed when apprehending suspects. Agents prepare detailed, written reports of all cases in which they take part, and assist U.S. Attorneys in the preparation of cases for trial. They are also

called upon to give court testimony in cases in which they participated.

The Secret Service has district field offices throughout the United States; its headquarters is in Washington, D.C. SPECIAL AGENTS may be assigned to work locations anywhere in the United States and travel frequently while performing their duties. In addition, they are usually subject to transfers and work reassignments throughout their careers. Agents must be available for assignments at any time and often work more than 40 hours per week. They work under stress and are exposed to potential physical harm during the course of their protective or investigative duties. The fringe benefits for which SPECIAL AGENTS are eligible include low-cost medical and life insurance, financial protection in the event of job-related injury or death, paid vacations, sick leave, overtime pay, and retirement annuities. Agents with 20 years of service may retire at age 50.



### Job Requirements

Candidates for the position of SPECIAL AGENT are carefully selected according to the rigid standards of this agency. They must be U.S. citizens between the ages of 21 and 35 years of age at the time of appointment to duty. They must meet one of the following requirements: a bachelor's degree in a major field of study; 3 years of work experience, 2 of

which involved criminal investigations; or a suitable combination of investigative experience and education. Each candidate is required to make a qualifying grade on the Treasury Enforcement Agent Examination administered by the U.S. Office of Personnel Management. Those who qualify on this test are further evaluated by oral and written examinations that access such areas as communication skills, both verbal and written; analytical ability; emotional stability; and appearance, poise, and adaptability to changing situations. Each candidate is given a qualifying medical examination to determine physical and mental fitness, and freedom from any disabilities that would interfere with normal work or training activities. A comprehensive background investigation of each applicant is conducted to determine general character, honesty, and loyalty to the U.S. Government. This is extremely important as agents receive a top secret security clearance.

Candidates who meet all of these requirements undergo intensive training at the Federal Law Enforcement Training Center in Brunswick, Ga., and specialized instruction at the U.S. Secret Service training facilities in Washington, D.C. Subject matter covered during this training period includes criminal law, investigation techniques, agency rules and regulations, scientific investigative devices, document and handwriting examination and analysis, first aid, lifesaving techniques, self-defense, use of various firearms, arrest and surveillance techniques, undercover operations, court procedures, and rules of evidence. New agents also receive on-the-job training to supplement classroom courses, and continue to receive in-service training throughout their careers. After successful completion of training, new agents are assigned to Secret Service field offices on a probationary basis. They work with experienced SPECIAL AGENTS and after satisfactory performance during the probationary period receive permanent appointments.

### Opportunities

Candidates for the job of SPECIAL AGENT are chosen from the U.S. Office of Personnel Management register of persons meeting the basic entry standards of the Secret Service. The availability of job openings varies from year to year, and the competition for openings is keen owing to the large number of persons applying and to the low turnover rate among the more than 1,500 SPECIAL AGENTS at present employed by the agency. The advancement prospects of SPECIAL AGENTS are quite favorable and those who demonstrate the ability to assume greater responsibilities are eligible to compete for supervisory or higher level positions.

DOT Title and Code: SPECIAL AGENT,  
SECRET SERVICE 375.167-042

## LOCAL, COUNTY, AND STATE LEVELS

### Chief Deputy, Sheriff's Department

#### Chief deputy

CHIEF DEPUTIES direct and coordinate activities of sheriff's department personnel who patrol county areas to enforce Federal, State, and local laws, conduct criminal investigations, control traffic, and maintain the peace within their jurisdictions. They may also be responsible for department employees assigned to work in county jails and court facilities. The scope of duties performed and the number of persons directed by CHIEF DEPUTIES, of course, vary depending on the size and organization of the sheriff's department, as well as its legal jurisdiction within the county. The following description combines some of the work activities performed by CHIEF DEPUTIES in different sheriffs' departments around the country.

CHIEF DEPUTIES are responsible for the actions of all personnel under their command, including supervisory staff, and become involved in many facets of police work. They develop work schedules and assignments for subordinates, based on priorities and availability of personnel, and direct supervisors to implement them. In addition, they devise new or revised procedures to serve as guidelines for proper conduct of police activities and to improve efficiency. They inform subordinate supervisors of changes in regulations or policies, and of implications of new or amended laws affecting performance of police duties. CHIEF DEPUTIES evaluate the effectiveness of their policies and procedures by reviewing work-activity reports and meeting regularly with supervising officers and deputies to gauge the efficiency of units involved with such activities as patrol, traffic, criminal investigations, and county jail and court security.

During periods of emergency such as riots, civil unrest, hostage situations, or natural disasters, CHIEF DEPUTIES assume control of field operations. They issue orders to supervising officers regarding the deployment of deputies and direct activities of special groups such as search-rescue units; special-weapons-attack teams; hostage negotiation teams; and first aid units. CHIEF DEPUTIES also oversee, through subordinate supervisors, the conduct of department personnel engaged in investigation of various criminal cases dealing with vice; narcotics and dangerous drugs; homi-

cides; assaults; burglaries; robberies; and auto thefts among others. They evaluate case progress and help investigators to plan actions such as raids, surveillance, or arrests based on evidence secured. In addition, they may provide undercover operatives with funds needed to buy information or contraband, and advise subordinates of procedures required to secure court warrants.

Besides being responsible for directing patrol, traffic, and criminal investigations activities, some CHIEF DEPUTIES may oversee the work of deputies who serve civil papers and orders of the county court, such as subpoenas, arrest and show-cause orders, garnishments, and property seizures. They keep abreast of these activities by reviewing supervision reports showing the status of each case, and disposition of legal fees collected by deputies or other department personnel. In some sheriffs' departments CHIEF DEPUTIES have the general responsibility of providing security services in county jails and court facilities. Through subordinate supervisors they oversee and plan security measures to be used in protecting court personnel and properties, as well as the movement of prisoners between jails, courts, and penitentiaries. CHIEF DEPUTIES investigate or direct investigation of complaints lodged against sheriff's department sworn personnel by the public or members of the department. When such situations arise, they review the facts, evaluate the findings, and decide the validity of the charges. When necessary, they take appropriate disciplinary measures based on the evidence, or dismiss the charges as unfounded when insufficient proof exists. Substantial amounts of time may be spent performing administrative paperwork. Some examples are preparation of various types of written reports; assisting in the preparation of budget information; and reviewing arrest books, police blotters, and property record books to keep abreast of activities occurring throughout the department. On occasion, CHIEF DEPUTIES in some sheriffs' departments conduct training sessions in police academies and address civic and educational groups on law enforcement topics.

For the most part, the work of the CHIEF DEPUTIES is sedentary and performed indoors, usually at the sheriff's department headquarters. Sheriffs' departments facilities range from the small office of the rural agency to the large complexes found in sizable suburban areas, with working conditions varying accordingly. As with other sworn personnel in these departments, CHIEF DEPUTIES are on call 24 hours a day, work rotating shifts including weekends and holidays, and may perform extended tours of duty during periods of emergency. They work under stress and are exposed to the hazards of physical injury or death when taking part in field operations. Most departments' CHIEF DEPUTIES receive such fringe benefits as paid vacation, sick leave, and holidays; overtime pay; medical disability and life insurance; uniform allowance; and retirement pension.

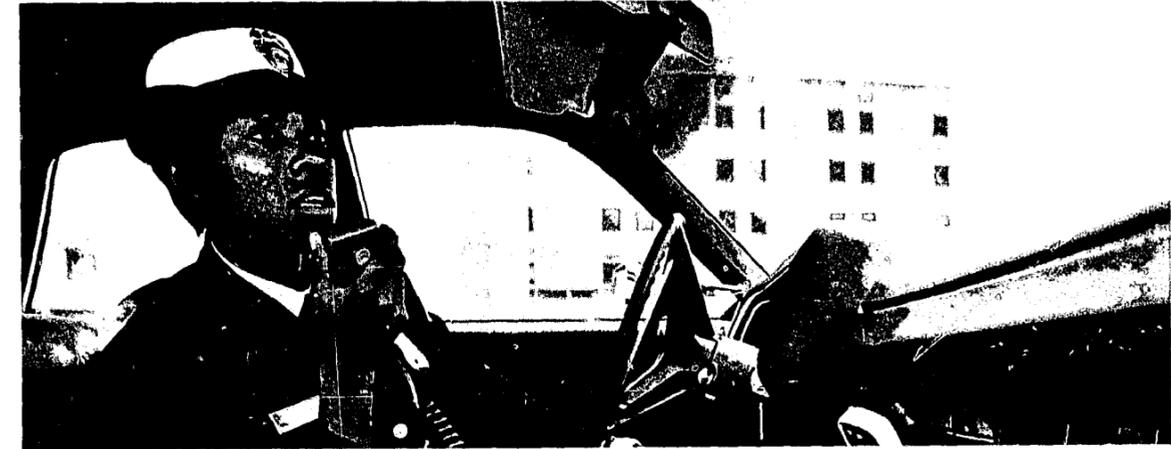
### Job Requirements

CHIEF DEPUTIES in county sheriffs' agencies are usually chosen from the ranks of supervisory officers within the department or, in some cases, from those who have supervisory experience with another law enforcement agency. Basic requirements for this position vary among the counties in the States but usually include some, or all, of the following: 2 to 5 years as a Sergeant and/or Lieutenant within the department, or similar experience in another police agency; completion of specified college programs in law enforcement; and a qualifying grade on a State or county civil service examination or local merit board evaluation. Candidates must also display potential managerial skills and have the recommendation of superior officers. A medical examination must be passed and prescribed standards regarding height, weight, and vision met. Because of the numerous and complicated responsibilities of this job, there is a definite need for formal training in management techniques. There are, however, wide differences in the length and availability of such training in counties around the country. In large departments, newly appointed CHIEF DEPUTIES receive their formal instruction at training academies where programs may last from 2 to 4 weeks or more, depending on agency practice. CHIEF DEPUTIES in smaller departments attend State or municipal academies, where possible, to obtain basic management training. Formal training is usually combined with on-the-job instruction to develop skills needed to perform this work. After demonstrating satisfactory work performance and ability to function on an independent basis, CHIEF DEPUTIES are permanently appointed to the job.

### Opportunities

Candidates for the position of CHIEF DEPUTY are chosen from the list of eligibles prepared by the local merit board evaluation unit or State or county civil service department. As openings occur within the sheriff's department, candidates are contacted for further screening. Opportunities for entry into this job are as varied as the makeup of the various sheriffs' agencies in the country, ranging in size from one-officer departments to large agencies employing hundreds. Opportunities are affected by a number of conditions. Most agencies at this time are understaffed; frequently, reductions in local budgets and cutbacks in funds from supplementary local, State, and Federal sources prevent hiring of additional staff. However, as crime rates continue to grow, pointing up the need for increases in personnel, and budgets grow larger, there should be a nationwide growth in sheriffs' departments' personnel at all levels of responsibility.

Advancement beyond the level of CHIEF DEPUTY is dependent on the size, organization, and personnel policy of the employing agency, and specific promotional opportunities



vary widely among the different departments. Generally, the CHIEF DEPUTY serves directly under the Sheriff, or an Undersheriff who acts as an administrative assistant to the Sheriff. In such cases, the next promotional step for the CHIEF DEPUTY would be to one of these positions. Most typically, the Sheriff is an elected officer who serves a 4-year term, with no restrictions on the number of terms that can be served. An Undersheriff is appointed by the Sheriff and in his or her absence performs the duties of that office.

DOT Title and Code: DEPUTY SHERIFF, CHIEF 377.167-010

### Deputy Sheriff

#### Deputy Sheriff's deputy

The majority of counties throughout the United States have the constitutional office of Sheriff, which in varying degrees, has responsibility for county policing, jails, and court activities. Most sheriffs' agencies provide full police services, but in some counties where Sheriffs do not have patrol and investigative functions, they are performed by either independent county police forces or State police agencies. Depending on the size of the county and the extent of its legal obligations, county sheriffs' departments employ forces of uniformed DEPUTY SHERIFFS to meet these responsibilities.

DEPUTY SHERIFFS are county law enforcement officers who patrol assigned districts within their jurisdictions to enforce Federal, State, and local laws, investigate crimes, and maintain the peace. While patrolling assigned areas, they observe persons and conditions for evidence of suspicious or criminal activities and investigate such activities,

based on their observations or in response to radio calls from superior officers. They detain and question suspects or apprehend and arrest suspects at crime scenes or after pursuit, either along or with the assistance of backup units, and with the use of physical force or firearms where necessary. Suspects are advised of their constitutional rights at the time of arrest and are escorted to department headquarters for booking and confinement to jail prior to arraignment in court. Deputies may also transport suspects between courtrooms, jail, district attorneys' offices and medical facilities or act as extradition officers escorting wanted persons back across State lines to stand trial. Investigating, assuming control at scenes of accidents, administering first aid to the injured and radioing for ambulance and emergency vehicles are also part of the job. Issuing citations for traffic violations on country roads, performing traffic control duties in designated geographic areas and maintaining order during public demonstrations and parades and in emergency situations such as natural disasters, riots, or civil disorders are other duties. Some Deputies are given criminal investigation assignments where they work as plainclothes officers and investigate cases involving vice, narcotics and dangerous drugs, juvenile offenses, fugitives from justice, burglaries, stolen vehicles, assaults, homicides, and missing persons. Some Deputies also enforce laws in county and State parks and game reserves, including environmental, fish, and game laws. Specially trained Deputies may also be part of special weapons attack teams, hostage negotiation teams, search-rescue units, and sniper suppression teams used during specified emergency situations. Occasionally, they may perform the duties of radio dispatcher and broadcast orders to patrol units in the various sectors to investigate complaints received from the public, as well as instructions from the watch commander to patrol units in the field. Regardless of assignment, all DEPUTY SHERIFFS are required to prepare daily written reports of work activities

during tours of duty, maintain accurate police records, and be prepared to testify during court proceedings, if necessary.

In addition to patrol, criminal investigation, and traffic duties, some DEPUTY SHERIFFS have unique responsibilities related to the county court system. They serve civil papers and orders of the court, such as subpoenas, garnishments, property executions, arrest orders, and show-cause orders to individuals. Warrants are served, persons evicted from property, and real or personal property confiscated as designated by court order. In addition, assignments dealing with security in county jails and courts involve guarding court facilities, searching the premises, and questioning those entering jails and courts to verify credentials. In instances where the law is broken, Deputies arrest individuals and summon patrol units to assume custody of prisoners.

DEPUTY SHERIFFS work primarily outdoors, in all types of weather conditions, while on patrol duty in county areas. Deputies assigned to duty at county jails and courts spend the majority of their time indoors. Some work in sprawling rural areas with low populations; others perform their duties in heavily settled suburban counties. Depending on the size of the sheriff's department, Deputies work alone or with a partner and, while not directly supervised, do maintain radio contact with their communications center and with superior officers to report in and to receive new or revised orders. Generally, sheriffs' departments operate 24 hours a day and Deputies are usually required to work 5 days, rotating shifts including holidays and weekends. As with other law-enforcement officers, DEPUTY SHERIFFS are on call at all times and, during periods of emergency, may work extended tours of duty. The apprehension of suspects who may be armed and dangerous or situations involving high-speed chases subject DEPUTY SHERIFFS to the hazards of serious physical injury or death; such possibilities should be given much thought when an individual is considering this work as a career possibility. In most county sheriffs' departments Deputies receive fringe benefits that include paid vacation, sick leave, and holidays; overtime pay; life, medical or disability insurance; uniform allowances; and retirement pension.

### Job Requirements

The entry requirements for DEPUTY SHERIFFS vary significantly among counties throughout the country. Generally, however, candidates must be U.S. citizens between the ages of 21 and 29 at the time of appointment. In most cases, time spent in military service can be deducted from the candidate's chronological age in meeting the upper age limit. Most sheriff's agencies require completion of high school as the educational minimum, but increasing numbers are asking for college credits as well. Courses considered useful in preparing for police work include civics, sociology, government, English, history, science, and language

study. The selection and employment of DEPUTY SHERIFFS is controlled by established regulations or programs that differ from one county to another. Among these regulations are State and county civil service laws; merit board regulations; and formal work agreements or contracts. Each is unique but usually involves some kind of test-selection activity, whether written or oral, or an evaluation of prior work experience. In addition to meeting prescribed physical requirements, including standards of height, weight, and vision, candidates must also pass a comprehensive medical examination that may also include psychological evaluation. All candidates undergo a thorough background investigation to determine past history, character, stability, and general suitability for law enforcement work. Possession of a valid driver's license is necessary to appointment to a sheriff's agency.

Newly hired Deputies receive some type of formal training before being assigned to duty, but there are wide differences in its length and extent among the various sheriffs' departments around the country. Deputies in large agencies are likely to enter training academies where programs vary from 2 to 6 months in length. Those in smaller agencies may not receive such formal training but, where possible, may be sent to State or municipal training academies at a future time to develop their skills further. Regardless of how or where the training takes place, Deputies usually receive instruction in such subjects as criminal law; arrest, search, and seizure procedures; methods of patrol, surveillance, and communications; accident prevention and traffic control; motor vehicle codes; laws of evidence; crime prevention and criminal investigation procedures; pursuit driving; methods of self-defense; use of various types of firearms; crowd control; first aid; community relations; preparation of reports; agency regulations; and police ethics. After training is successfully completed, candidates are placed on probation for a period ranging from 6 to 18 months, depending on agency policy. They are assigned to work with experienced Deputies and, when skilled enough to work independently, are hired on a permanent basis.

### Opportunities

The makeup of county law enforcement in this country varies dramatically from the one-officer sheriff's agency in the rural area to suburban agencies with hundreds of sworn personnel. As the size of these agencies varies, so do the entry opportunities for new workers. At this time, the vast majority of sheriff's agencies are understaffed and need additional personnel in order to provide adequate police services. The agencies are unable to increase staff because of a lack of adequate funding from local, State, and Federal sources. The crime rate is rising, however, and, as budget limitations are relaxed, there should be increases in the number of DEPUTY SHERIFFS needed nationwide.

Once hired, the individual's advancement prospects depend on the size of the agency as well as its personnel policies. Qualified Deputies with the proper experience, training, and education may advance through the ranks to positions, where available, such as Sergeant, Detective, Lieutenant, Captain, or Chief Deputy.

DOT Title and Code: SHERIFF, DEPUTY 377.263-010

## Detective Lieutenant

### Lieutenant Lieutenant of detectives

DETECTIVE LIEUTENANTS plan and direct the work of detective squads engaged in criminal investigations, crime prevention, protection of life and property, and the apprehension of suspected criminals. Usually, a squad is composed of a designated number of Police Detectives plus a Detective Sergeant who provides direct supervision. Although specific work assignments vary, and the size and number of squads under their command differ significantly among police agencies throughout the country, DETECTIVE LIEUTENANTS usually perform most of the following core duties.

Directing the detective squads involves varied and often complex work activities. Lieutenants prepare new and revised directives, gather information pertinent to police investigations, and communicate this data directly to subordinates or through Detective Sergeants. They oversee a variety of investigations ranging from burglary to homicide and make assignments based on the types of crimes occurring within their jurisdictions. For example, in high-crime areas or locations where specific crime patterns are occurring, Lieutenants may assign detective teams to patrol in unmarked vehicles to prevent the commission of crimes, detect suspicious activities, and keep crimes such as drug abuse and vice from developing. In instances where crimes have already taken place and have not been solved, Lieutenants review and evaluate all available data to become familiar with each case, make recommendations on how to proceed, and assign cases to Detective Sergeants for investigation. In addition to having overall responsibility for the conduct of cases, DETECTIVE LIEUTENANTS actively participate in investigations. They accompany Detectives to crime scenes, take complete charge of all police activities, such as directing police officers to isolate the site to preserve evidence, and ordering detainment of witnesses or other persons found in the vicinity for questioning. In addition, they provide technical assistance to Detectives and other police personnel, and oversee the detection and collection of evidence, fingerprints, and photographs at the crime

scene. Lieutenants direct or may take part in preliminary questioning of witnesses or other parties in a case, and order individuals held for further questioning when responses are inadequate or suspicious.

When Lieutenants participate in field investigations they use such opportunities to evaluate, firsthand, the work performance of Police Detectives and Police Sergeants and to make certain that proper procedures are followed and discipline maintained. As investigations proceed, Lieutenants review and analyze various case reports submitted by Sergeants and Detectives to determine the progress and status of each case, and make recommendations or order changes designed to bring these cases to successful conclusions. Recommendations may include such activities as increased surveillance, use of undercover officers or court-approved wiretaps, and stakeouts at specified locations.

When sufficient evidence is gathered in a case, Lieutenants and members of the detective squad assigned meet to develop strategies and plan actions to be taken. Lieutenants plan, coordinate, and oversee the conduct of raids on suspected established locations, and play an active role in these activities. They seize and arrest suspects and use various types of firearms as well as physical force as each situation warrants. When suspects are taken into custody, DETECTIVE LIEUTENANTS have general responsibility for booking, interrogation, and detention, and for assuring that proper police procedures are used and suspects' constitutional rights are protected. As each case is concluded, Detectives and Detective Sergeants prepare detailed criminal case reports for use by prosecuting attorneys in court proceedings. Technical assistance is provided by Lieutenants in preparation of these reports, each is carefully reviewed for content and accuracy, and changes ordered where necessary. Lieutenants also provide court testimony regarding criminal cases in which they have participated.

Some DETECTIVE LIEUTENANTS investigate citizen complaints against detective squad members. Interviews are conducted with the detectives involved as well as with citizens making charges to obtain all facts and pertinent information. Complaints which are unfounded are dismissed; when evidence indicates, however, official departmental charges are filed against officers. Reports of official charges are forwarded to superior officers for review prior to departmental hearings, and recommended disciplinary measures against subordinates are enforced. DETECTIVE LIEUTENANTS in most police agencies spend substantial amounts of time writing police reports. For example, weekly, monthly, and annual reports may be prepared indicating disposition of cases received and assigned (that is, in progress, completed, or unsolved), types of crimes, work-hours used, court warrants executed, and number of arrests made by Detectives under their command. Assistance may also be given in preparation of department or bureau budgets by providing superiors with data on anticipated work hours, equipment needs, funds for informants and

contraband purchases, and training costs. In addition, Lieutenants prepare, or direct Detective Sergeants to prepare, work schedules as well as records of vacation, sick, and court time used by detective squad personnel.

The basic tasks outlined above are customarily performed by DETECTIVE LIEUTENANTS in most local, county, and State police agencies. However, many Lieutenants employed in heavily populated city or suburban areas tend to specialize on a full-time basis in investigations of specified types of criminal offenses, while those working in small communities are generalists, directing investigations of a variety of crimes. Examples of specialized investigations include cases dealing with bombing and arson; burglary and robbery; embezzlement, fraud, forgery, and counterfeiting; homicide; juveniles; narcotics; organized crime and terrorist groups; motor vehicle theft and hijackings, vice offenses (liquor, gambling, and prostitution); sex crimes; kidnapping; missing persons; and bank robbery.

DETECTIVE LIEUTENANTS perform their duties under conditions that differ widely, depending on the size, location, organization, and jurisdiction of the local, county, and State police agencies in which they are employed. Locales include cities of varying sizes, counties both large and small, as well as rural areas, boroughs, and townships. DETECTIVE LIEUTENANTS in each of these locations are confronted with different problems particularly with regard to the types of crimes committed, work pace, availability of police personnel, and scope of police services. As a rule, they work indoors at police facilities where they administer and direct activities of Detectives under their command. This includes substantial amounts of time spent writing and reviewing police reports, maintaining control of cases, gathering data for use in investigations and assisting with interrogation of suspects. However, they also participate in field investigations and are subject to the same conditions as subordinates, including exposure to weather of all types, long or irregular hours on surveillance or stakeouts, and considerable amounts of overtime.

DETECTIVE LIEUTENANTS usually work 8 hours a day, 5 days a week, including weekends and holidays. They may be called to duty by superior officers at any time and, in special instances, often work extended hours while directing the conduct of cases. Although usually rewarding, detective work at times can be frustrating and tedious; Lieutenants must not only be determined investigators themselves, but must inspire determination in the detective staff under their command by providing leadership and technical expertise. During investigations, DETECTIVE LIEUTENANTS meet a variety of people from all levels of society. Many are cooperative and provide valuable assistance, others are hostile to police investigators. As in the case of other police officers, DETECTIVE LIEUTENANTS are subject to the risks of death or physical injury during the conduct of police business.

The majority of police departments throughout the country provide Detective Lieutenants with fringe benefits that may include all or some of the following: Paid vacation, sick leave, and holidays; life, medical, and disability insurance; overtime pay; uniform allowance; tuition assistance or refund programs for college studies; and retirement pension. In some departments, DETECTIVE LIEUTENANTS may retire after 20 years of service if they are in the 50 to 55 year age bracket. Other departments have different standards, and DETECTIVE LIEUTENANTS may retire after 20 years of service, regardless of age.

### Job Requirements

Most DETECTIVE LIEUTENANTS are selected and promoted from the ranks of Detective Sergeants, and, in some departments, uniformed Police Sergeants who work in other police units such as patrol, traffic, and communications may be eligible for transfer into the detective division. Minimum qualifications differ somewhat across the country, but they usually include all or variations of the following criteria: 2 to 5 years as a Detective Sergeant or Police Sergeant; completion of a specified number of college credits; and a qualifying score on a civil service or departmental examination. When these basic selection standards are met, there is further screening by superior officers who conduct interviews and evaluate each candidate on such factors as leadership and administrative potential, communications skills, poise, and work performance ratings. Candidates must also meet prescribed standards of height, weight, and vision and pass a qualifying medical examination. Qualified personnel are given a final rating and placed on a list of eligible candidates which is used for selection as vacancies occur. Newly appointed DETECTIVE LIEUTENANTS require formal training in management and administration techniques. The extent and availability of such instruction, however, varies widely around the country. In large departments this instruction is usually available at training academies where programs may run from 1 to 4 weeks or more in length. In small police agencies, regional training facilities are relied on where training schedules may be limited. Regardless of where the formal training is received, it is supplemented by practical, on-the-job instruction that aids in the development of necessary skills. Most newly appointed DETECTIVE LIEUTENANTS serve a probationary period and are permanently appointed when it is successfully completed.

### Opportunities

Opportunities for entry into this work are affected by a number of conditions, most notably department size, location, and organization; adequacy of budgets; and the number of incumbents who die, retire, or move into other jobs. As vacancies occur, appointments are made from the civil

service or departmental list subject to successful completion of a probationary period. The best prospects for becoming a DETECTIVE LIEUTENANT appear to be in larger police departments where there are sizable numbers of Police Detectives, supervisors, and managerial personnel. Openings for this position probably occur with less frequency in police departments with a limited number of investigative personnel. At present, opportunities in many police agencies are also limited because of staff cuts caused by budget reductions or an inability to fill existing openings owing to lack of funds. The crime rate, however, is not diminishing and the public is demanding greater police protection. It is expected that increased opportunities will develop for police personnel at all levels, as financial curbs lessen and police staffing requirements are restored.

Overall, promotional opportunities are good. DETECTIVE LIEUTENANTS in most departments become eligible for promotion after a designated period of time, perhaps 1 to 4 years, and if they have increased their skills and knowledge through experience, training, and further education may compete for the position of Detective Captain or Police Captain. Beyond this, candidates who qualify may compete for other high-level police positions known in departments around the country by various titles such as Inspector, Major, Lieutenant Colonel, Colonel, Chief Inspector, Chief of Detectives, and Chief of Police.

DOT Title and Code:	COMMANDING OFFICER, HOMICIDE SQUAD	375.167-010
	HOMICIDE-SQUAD LIEUTENANT	375.167-010
	COMMANDING OFFICER, INVESTIGATION DIVISION	375.167-014
	DISTRICT LIEUTENANT INVESTIGATION DIVISION LIEUTENANT	375.167-014
	DETECTIVE CHIEF	375.167-022
	DETECTIVE LIEUTENANT	375.167-022

## Detective Sergeant

**Detective division sergeant**  
**Detective section supervisor**  
**Detective squad sergeant**  
**Plain-clothes sergeant**  
**Sergeant**  
**Sergeant of detectives**

DETECTIVE SERGEANTS supervise and coordinate the work of police department Detectives who investigate criminal cases, protect life and property, prevent crimes, and apprehend persons suspected of criminal acts. Although

assignments may vary in different departments around the country, most DETECTIVE SERGEANTS perform the following basic duties. At the beginning of each work tour, DETECTIVE SERGEANTS report to the police precinct or headquarters where they attend roll call, receive instructions, orders, and other pertinent information from the commanding officer, and assume command of their subordinates. They record squad attendance, note appearance and demeanor of Detectives to insure adherence to department standards, and make certain that Detectives are physically and mentally fit for duty. Squad members are advised of new or revised orders from superior officers and are provided with the updated police information necessary to carry out case assignments. Sergeants assign Detectives to cases based on an evaluation of all available data, volume of the workload, and the knowledge and experience of each investigator. Detectives are given various types of assignments. They may work in designated areas, patrolling in unmarked cars to prevent crimes from being committed, perhaps to stop illegal acts in progress, and to keep criminal activities, such as vice, from gaining a foothold. Investigating crimes that have already taken place, such as robbery, burglary, automobile theft, and assault is another responsibility.

DETECTIVE SERGEANTS direct and coordinate on-site investigations. They accompany Detectives to crime scenes and assume complete charge of all activities, except when a senior officer is present. They direct uniformed officers to preserve evidence and control access to the scene and to carry out preliminary tasks, such as detaining persons in the vicinity for questioning. Sergeants direct Detectives and Evidence Technicians to search for, locate, and gather evidence, and oversee photographing of the crime scene. They assist Detectives in interviewing persons at the scene and order those whose explanations are not satisfactory to be held for further questioning. During investigations, Sergeants provide guidance and direction to Detectives under their supervision, observing their activities to gauge performance, insure proper execution of duties, maintain discipline, and promote cooperation with other members of the department. Once all of the preliminary information and evidence in a case have been gathered, DETECTIVE SERGEANTS help Detectives with the analysis of findings and the development of other sources of useful data. These activities include the use of police files and records of suspects and contacts with the National Crime Information Center (N.C.I.C.) and State Crime Information Center (S.C.I.C.) for comprehensive fingerprint checks and use of police informants. Where appropriate, they obtain or help Detectives to obtain court approval of wiretapping or electronic surveillance methods needed to gather pertinent data; they also secure the search and arrest warrants required by law. DETECTIVE SERGEANTS often accompany Detectives, or they may work alone during surveillance of suspects to uncover illegal activities. They may

**CONTINUED**

**1 OF 2**

also take part in stakeouts at specified locations to gather evidence or prevent crimes from occurring. Sergeants review reports submitted by Detectives in order to evaluate the conduct and progress of each case. The report is discussed with the Detectives assigned, criticisms are made if necessary, methods of resolving each case are recommended, and help is given in planning subsequent police actions. Sergeants also plan and participate in raids on establishments suspected of criminal activities. Based on evidence gathered, they apprehend and arrest suspects, using firearms and physical force where necessary. When arrests are made, DETECTIVE SERGEANTS make certain proper police procedures are followed with regard to each suspect's constitutional rights and to booking and detention, including fingerprinting, photographing, and recording of suspects' personal effects. Interrogation of suspects by Detectives seeking admissible evidence and arrangements for lineups of suspects for viewing by victims and witnesses of crimes are also overseen. DETECTIVE SERGEANTS prepare, or assist in preparation of, criminal case reports used during trials. Prior to trials, reports may be reviewed with the prosecuting attorney to uncover loopholes, and Detectives may be directed to gather data needed for a sound case. Considerable time is spent in court testifying as witnesses for the prosecution or as arresting officers.

DETECTIVE SERGEANTS also perform miscellaneous clerical duties. They keep records detailing the individual activity of each Detective, including number and type of cases assigned and status of cases; they maintain files of records, photographs, and other pertinent information being used during investigations. They prepare weekly reports, indicating total number of active cases assigned, progress to date, and problems encountered, and forward them to a superior officer, usually a Detective Lieutenant. Monthly and quarterly reports are also prepared, containing information such as number of arrests; types of crimes occurring in jurisdiction; number of warrants applied for and executed; and amounts of monies used for informants, vice operations, or narcotics purchases. Other activities include preparing work schedules, and keeping records of sick, vacation, and court time used by Detectives, for review by superior officers.

The duties just described are common to DETECTIVE SERGEANTS in most local, county, and State police agencies. However, around the country many Sergeants are specialists in specific types of crimes. Those who work in small communities are less specialized, while Detective Sergeants in large departments in populous urban or suburban areas are most likely to concentrate on one or few types of criminal offenses. Some of the specialized assignments



include cases dealing with bombing and arson; burglary and robbery; embezzlement, fraud, forgery, and counterfeiting; homicide; juveniles; narcotics; organized crime and terrorist groups; motor vehicle theft and hijackings; vice offenses (liquor, gambling, prostitution); sex crimes; kidnapping; bank robberies; and missing persons.

DETECTIVE SERGEANTS are employed by local, county, and State police agencies, and work under conditions that vary significantly depending of size, location, organization, and jurisdiction of the agency. Generally, they spend sizable amounts of time working in their offices, planning and directing activities of Detectives, assigning cases, preparing and reviewing reports, gathering data, and maintaining case files. Working alone or with a partner, equal amounts of time may be spent out of the office during investigations in the field. They work in all kinds of weather when on surveillance or stakeout or reporting to crime scenes, questioning suspects, and making arrests. Working hours are usually 8 hours a day, 5 days a week, including weekends and holidays. During the investigation of certain cases, long, irregular hours of work may be required, including considerable amounts of overtime. DETECTIVE SERGEANTS can be recalled to duty at any time, particularly during periods of emergency or other extraordinary circumstances. Although many aspects of detective work are satisfying and rewarding, at other times the work can be routine, tedious, and frustrating to investigating officers, requiring a good deal of determination. In addition, investigating officers risk bodily injury and death during investigations and the conduct of police business.

Most police agencies offer DETECTIVE SERGEANTS fringe benefits that may include some or all of the following: life, medical, and disability insurance; paid vacation, sick leave, and holidays; overtime pay; tuition assistance or refund programs for college studies; and retirement pension. In some police agencies, DETECTIVE SERGEANTS may retire after 20 years of service if they are in the 50 to 55 year age bracket. Other departments have different standards and DETECTIVE SERGEANTS may retire after 20 years of service, regardless of age.

### Job Requirements

In most agencies, DETECTIVE SERGEANTS are selected from the ranks of Police Officers and Police Detectives who meet basic entry requirements for the job. Although qualifications vary, they usually include 3 to 5 years as a Police Officer and/or 1 or more years as a Police Detective; and a qualifying score on a departmental or civil service examination. Sometimes, uniformed Police Sergeants who work in police units such as patrol, traffic, and communications can transfer into the detective division. Educational standards required differ from place to place; while the majority of police agencies do not ask for postsecondary education, increasing numbers of agencies do demand that candidates

possess a specified number of college credits and, in some cases, a college degree. Besides receiving a qualifying score on the written examination, a candidate for this job must have a good performance rating as a Police Officer or Police Detective, be recommended for promotion by a superior officer, and display the leadership qualities a successful supervisor should have. In addition, the personal qualities common to successful investigators are needed—energy, patience, persistence, imagination, initiative, logical thinking, and ability to exercise sound judgment. The prescribed physical requirements of the police agency must be met with regard to height, weight, vision, and qualifications on a comprehensive medical examination.

Newly promoted DETECTIVE SERGEANTS usually receive formal supervisory instruction in a department or regional training academy, in addition to on-the-job training. Length of training depends on availability of facilities and the policy of the police agency, and may range from 2 to 8 weeks in length. Those who have no prior experience in detective work also receive additional specialized training in subjects related to investigative activities. Among these are investigation techniques; analysis of crime scenes; collecting, recording, and analyzing information; police photography; collection, classification, and use of fingerprints; methods of interrogation; and surveillance and undercover methods. In progressive police departments, Sergeants receive inservice training on an ongoing basis to develop their investigative skills. After completing training, new DETECTIVE SERGEANTS work with experienced police supervisors as a means of further developing the skills needed for good performance. After successfully completing the probationary period, Sergeants are permanently appointed.

### Opportunities

Generally, as vacancies occur within a police agency, candidates for DETECTIVE SERGEANT positions are selected from a list of eligibles who have met the basic entry requirements pertaining to experience, education, and test scores. Opportunities for promotion to this job vary according to agency size and personnel practices. Usually, prospects are best in large departments employing sizable numbers of supervisory personnel. While opportunities certainly exist in smaller agencies, they are fewer. Competition is usually keen for this position. Available openings each year depend not only on the number of incumbents who retire, die, or enter other jobs, but also on the funds allotted to each police agency by local governments. As a result of the present countrywide fiscal crunch, many departments have been forced to reduce personnel or have been unable to increase staff. Rising crime rates along with citizen demands for more police protection, make the need for a restoration or increase in personnel apparent. As fiscal problems ease and

adequate funds from local, State, and Federal sources are provided, a moderate increase is expected in the opportunities for police officers, including DETECTIVE SERGEANTS.

Promotional prospects are usually based on work performance plus merit or civil service regulations. DETECTIVE SERGEANTS generally qualify for promotion after a specified length of time varying from 1 to 4 years. Those who have developed their expertise through training, experience, and higher education can compete for the positions of Police Lieutenant or Detective Lieutenant. Beyond this level, qualified personnel can pursue opportunities for the job of Police Captain or other high-level positions known by various titles, such as Inspector, Major, Lieutenant Colonel, and Colonel, to name some.

DOT Title and Code:	DETECTIVE SERGEANT	375.267-010
	DETECTIVE SERGEANT I	375.167-022
	HOMICIDE-SQUAD	
	SERGEANT	375.167-010
	INVESTIGATION DIVISION	
	SERGEANT	375.167-014

## Police Detective

**Detective**  
**Detective, criminal investigation**  
**Detective of police**  
**Plain-clothes officer**  
**Police investigator**

POLICE DETECTIVES, key members of the police law enforcement team, conduct investigations to prevent crime, protect life and property, and solve criminal cases, which can range from misdemeanors to homicide. As a rule, crimes are initially investigated by uniformed Police Officers who are dispatched to crime scenes to apprehend suspects, question witnesses, and preserve evidence. If arrests are not made or the crime remains unsolved, Detectives take over the criminal investigation. Working in plainclothes, Detectives assigned to a case report to the scene, where possible, and determine the nature of the incident, exact location and time of the occurrence, and probable reason for the crime. They obtain reports from uniformed Police Officers, question witnesses, victims, and suspects if they have been apprehended, and arrange for official statements to be given at a police station or headquarters. In addition, the area is searched carefully to detect clues and gather evidence for use in the investigation. Detectives then direct Evidence Technicians to examine the scene to locate and lift latent fingerprints and to photograph the scene and any evidence obtained for eventual use in preparing the case for court. In some police departments,

Detectives, trained in fingerprinting and photography, perform these duties themselves.

In seeking solutions to crimes, Detectives use all the resources of the police agency, such as ballistics experts, police chemists, laboratory technicians, computers, and speedy communication systems. Once all of the available information has been compiled, the findings are analyzed to determine the direction the investigation will take. Detectives study the files and records of suspects, if any, evaluate police laboratory findings, and prepare detailed reports including descriptions of evidence, names and statements of witnesses and victims, circumstances of the crime, and statements made by suspects. In attempts to develop leads, copies of fingerprints found at the crime scene may be transmitted to the State Crime Information Center (S.C.I.C.) and National Crime Information Center (N.C.I.C.) for comparison with those found at scenes in other localities. Information may also be given to police artists in their own departments or State and local law enforcement agencies for use in preparing composite sketches of suspects. Members of police patrol units are advised about crimes occurring in various areas and about the methods of operation used by perpetrators. In many instances, POLICE DETECTIVES question informants on their knowledge of a crime, or on their information about the personal habits, associates, characteristics, and aliases of crime suspects.

As evidence begins to develop, court-approved wire tapping or electronic surveillance methods may be used to gather data pertinent to the investigation. Detectives conduct surveillance of suspects on foot or in vehicles to uncover illegal activities; they participate in stakeouts at specified locations to gather evidence or prevent commission of crimes. When all investigative efforts have been made, each Detective prepares a written progress report of the case assigned and submits it to the Detective Sergeant or other superior officer for criticism and suggestions. At this point, the Detective usually plans what action is to be taken to resolve the case based on the evidence gathered and the recommendations of supervisory officers. POLICE DETECTIVES arrest, or participate in the arrest of, suspects based on this evidence and as authorized by appropriate legal warrants.

During the process of arrest, they are authorized to use firearms and/or physical force where necessary to subdue suspects. At the time of arrest, suspects are advised of their constitutional rights and are escorted to the police station or headquarters for booking, interrogation, and detention. Suspects are turned over to designated police personnel for fingerprinting, photographing, recording of personal effects, and checking of their records by the records section of the department against outstanding warrants in other jurisdictions.

An important responsibility of POLICE DETECTIVES involves the preparation of criminal cases scheduled for trial. This entails preparing a written summary of facts

gathered during the investigation, including evidence obtained and official statements made by witnesses, victims, police officers, and defendants. Prior to trial, Detectives usually review the case summary with the prosecutor to detect legal flaws; they may have to supply supplemental data to strengthen the case for the prosecution. Detectives spend many hours in court testifying as arresting officers and appearing as witnesses for the prosecution. In instances of unsolved cases, Detectives usually forward copies of the fingerprints gathered during the investigation to the Federal Bureau of Investigation (FBI) for comparison with prints which will be recorded during future arrests made nationwide by other law enforcement agencies.

The duties just described are common to POLICE DETECTIVES in most local, county, and State investigative units. The increasing complexities of police work, however, have caused many agencies to use Detectives as specialists in various types of investigations. The size and resources of the department plus the needs of the community determine the extent of such specialization. Detectives in small police agencies tend less to specialize and are usually generalists who investigate a wide range of crimes. Detectives in large departments in heavily populated urban or suburban areas are more likely to specialize. The following are examples of some of the specialized assignments carried out by POLICE DETECTIVES.

Bombing/arson cases are those in which Detectives investigate incidents of suspected arson or the use or presence of explosive devices. Arson is the intentional or attempted destruction, by fire or explosion, of the property of another, or of one's own property with the intent to defraud. Bombing incidents involve detonation or attempted detonation of an explosive or incendiary device for a criminal purpose or with disregard for the safety and property of others. In some departments, Detectives supervise or actually remove suspected explosive devices to safe areas, using special skills and equipment to reduce the risk to police personnel and public safety.

Detectives assigned to Burglary/Robbery Units specialize in the investigation of such incidents to solve current criminal cases and to prevent future crimes of this sort. Burglary is the actual or attempted entry of a structure, with or without force, with the intent to steal or commit a felony (serious crime). Robbery is the unlawful taking or attempted taking of property in the immediate possession of another person, by force or threat of force, with or without a deadly weapon.

Detectives, Fraud and Embezzlement, specialize in crimes involving embezzlement, fraud, forgery, and counterfeiting. Embezzlement is the illegal appropriation of entrusted property with the intention of defrauding the legal owner or beneficiary. Fraud involves deceit or intentional misrepresentation with the aim of illegally depriving a person of his/her property or legal rights. Forgery is the creation or alteration of a written or printed document with the inten-

tion to defraud by claiming it is the act of an unknown second party. In a check forgery for example, the forged signature is accepted as being legitimate and the transaction is completed. Counterfeiting involves manufacture of a copy or imitation of a negotiable instrument with value set by law. Examples include currency, coins, postage, ration and food stamps, and bearer bonds. The investigations into these "white collar crimes" bring Detectives into close association with representatives of banks, brokerage firms, hotels, and retail establishments, as well as law enforcement agencies.

Homicide Detectives investigate criminal homicide cases in which one person is killed by another or other cases where death appears imminent as the result of aggravated assault. Criminal homicides are those that involve the death of another person without justification or excuse and include acts such as murder and voluntary, involuntary, and vehicular manslaughter.

Detectives assigned to a Juvenile Section or Division specialize in investigating cases involving juveniles (youth under 18 years of age who are subject to the jurisdiction of a juvenile court). These Detectives investigate all cases of juvenile crimes, maintaining surveillance in areas where youth gather to keep abreast of happenings and develop case leads and arresting juveniles suspected of violating the law. Cases involving serious offenses are referred to the Juvenile Court and parents or guardians notified to advise them of circumstances in the case. Meetings may also be held with parents or guardians of juveniles in detention, but not arrested or charged, to stress the need for increased supervision to prevent development of delinquent behavior.

Narcotics Detectives conduct specialized investigations to identify and apprehend persons suspected of illegal use or sale of narcotics and dangerous drugs. Pharmacy and physicians' records are examined to determine the legality of sales, and the distribution of narcotics, and the amount of drugs in stock. Undercover work is necessary to investigate known or suspected drug suppliers and handlers, identified through surveillance or informants. Narcotics are purchased from suspects for use as evidence; individuals identified as distributors, suppliers, and pushers are arrested. Narcotics Detectives also work on a cooperative basis with other police agencies involved in narcotics investigations and with agents of Federal agencies such as the Drug Enforcement Administration (DEA).

Detectives in some police agencies are part of Organized Crime Activities units and specialize in investigating such activities. They gather data about members of organized criminal groups through the use of informers, surveillance, and infiltration by undercover officers. Not only are cases involving members of organized crime solved by such efforts, but numerous criminal acts are prevented from occurring at all. Often, participation in the Federal Organized Strike Force Programs and work with members of law

enforcement agencies from all levels of government is part of these Detectives' assignments.

Motor Vehicle theft and truck hijacking is another type of investigative specialization. Salvage and junkyard operators, motor vehicle and motor parts dealers, owners of retail stores and pawnbrokers are questioned to uncover possible leads. Inventories and records are checked to make certain that stocks are legitimate. Surveillance of known thieves and fences who illegally dispose of stolen property is maintained, informers used, and suspects taken into custody when sufficient evidence is gathered. Identification of stolen property and making arrangements, where possible, for its return to owners are other duties.

Investigation of establishments and persons suspected of violating morality and antvice laws pertaining to liquor, gambling, and prostitution is the concern of Vice Squad Detectives. They monitor places where liquor is sold to check on hours of operation, underage patrons, and general adherence to the law. Establishing surveillance of suspects and locations to gather evidence of gambling and/or prostitution activities and working undercover to gain access are also part of the job. When sufficient evidence is gathered, necessary legal warrants are obtained, raids on suspects' establishments are conducted, and accused persons taken into custody. In addition to those just mentioned, Detectives may, in some police agencies, specialize in the investigation of sex offenses, kidnappings, bank robberies, and missing person cases.

Local, county, and State police agencies employ Detectives. Working conditions differ widely according to the size, location, organization, and jurisdiction of the police agency. During investigations, considerable time is spent in office work, reviewing files, gathering data, evaluating and preparing reports, meeting with other police officers, and making telephone inquiries. A good deal of time is also spent away from police offices working in a variety of locations, in all kinds of weather, reporting to crime scenes, questioning suspects and witnesses, conducting surveillance and stakeouts, and making arrests. Detectives drive unmarked police vehicles, working alone or with partners, and generally in rotating shifts of 5 days a week, 8 hours a day, including weekends and holidays. At times they work long, irregular hours; a considerable amount of overtime may be necessary during the investigation of certain cases. As with other police officers, Detectives are on call at all times and may be recalled to duty during periods of emergency. Although detective work is a challenging career, there are times when it is tedious, routine, and frustrating. Furthermore, Detectives are often exposed to the risks of bodily injury and death during the course of criminal investigations.

In most police agencies, Detectives receive fringe benefits including some or all of the following: paid vacation, sick leave, and holidays; overtime pay; life, medical, and disability insurance; tuition assistance or refund programs for college studies; and retirement pension. In some de-

partments, Detectives can retire after 20 years of service if they are in the 50 to 55 year age bracket. Other departments have different standards, and DETECTIVES may retire after 20 years of service regardless of age.

### Job Requirements

Detectives in most local, county, and State police agencies are selected internally from the ranks of Police Officers who meet specific requirements. The duties and varied problems encountered on patrol are considered to provide a sound training ground for investigative work. The basic requirements for this work usually include a minimum of 3 years' experience as a uniformed Police Officer, demonstrated investigative talent, and, in some agencies, the completion of a specified number of college credits. Police executives sometimes assign Police Officers with demonstrated investigative skills to detective work without a written examination. Others administer departmental examinations to aid in the selection process; still others are required to use civil service examinations. The personal qualifications for this job are hard to gauge, but most successful Detectives are energetic, patient, persistent, imaginative, and show initiative. In addition, they are streetwise, able to reason logically, to retain information, and to exercise sound judgment in reaching conclusions about people and events. These are the qualities that police executives look for when interviewing and evaluating candidates for this position.

Most new Detectives receive formal instruction in a police training facility. Length of training varies among departments throughout the country and can range from 2 weeks to a few months or more. Where formal training is not available, candidates are trained on the job. Whether the training is formal, on the job, or a combination of both, new Detectives are instructed in most or all of the following: criminal and civil law; local laws and ordinances; rules of evidence; courtroom procedures; warrant and subpoena procedures; media relations; investigation techniques; analysis of crime scenes; collecting, recording, and analyzing information; collection, preparation, classification, and use of fingerprints; police photography; capabilities of crime laboratories; methods of interrogation and interview; surveillance and undercover methods; information sources and informants; and identification of suspects by witnesses or victims. In progressive police departments, Detectives continue to receive periodic inservice training; those with special assignments, such as arson/bomb disposal or narcotics, receive additional intensive training to develop skills in these areas. After successfully completing their training, new Detectives remain on probation. They are assigned to work with experienced investigative personnel who provide practical guidance and assistance under actual field condi-

tions. After demonstrating the ability to perform this job on an independent basis, newly hired Detectives are permanently assigned.

### Opportunities

"Detective" is a promotional title in most police agencies; in some, however, this job is at the same grade and salary level as that of a Police Officer. Regardless, the job of Detective has status within police circles, and competition for openings is always keen. Opportunities for entry into the job vary, depending on the size of the department, which may be in a small community or a large urban or suburban area. As a rule, Detectives make up only a small proportion of the overall size of a department, so that prospects are best where there are a large number of sworn personnel. The number of openings that occur in any given department depends not only on the number of incumbents who retire, die, or enter other fields, but also on the budget limitations of the agency. At present, many police agencies are functioning with fewer personnel or are unable to increase personnel because of budget cuts. The need for additional personnel is clear, however, as crime increases and the public demands greater protection. Restoration of funds to police agencies from local, State, and Federal sources should result in a moderate growth in the need for police officers, including POLICE DETECTIVES.

Advancement prospects for Detectives are governed by work performance, as well as the personnel practices and size of the agency. Promotional opportunities are usually good and are made according to merit system or civil service regulations. Detectives are as a rule eligible for promotion after satisfactory service for a specified period of time, say 2 to 4 years. When skills are developed through training, experience, and further education, it is possible to compete for the position of Sergeant, the first step in the promotion ladder. Subsequently, qualified candidates can compete for such positions as Lieutenant, Captain, and other high-level jobs known in different parts of the country, by various titles such as Inspector, Major, Lieutenant Colonel, and Colonel.

DOT Title and Code:		
DETECTIVE		375.267-010
DETECTIVE, AUTOMOBILE SECTION		375.267-010
DETECTIVE, HOMICIDE SQUAD		375.267-010
DETECTIVE, PRECINCT		375.267-010
DETECTIVE, YOUTH BUREAU		375.267-010
DETECTIVE, NARCOTICS AND VICE		375.267-014
INVESTIGATOR, NARCOTICS		375.267-018
INVESTIGATOR, VICE		375.267-022

## Police Lieutenant

### Lieutenant Police lieutenant, precinct Watch commander

POLICE LIEUTENANTS are second-line supervisors who oversee activities of designated groups of uniformed Police Officers and Police Sergeants. In most police agencies, they direct and coordinate the work of police platoons who patrol assigned areas to enforce laws, investigate crimes, control traffic, arrest lawbreakers, and preserve public order. Platoons are usually made up of several squads each consisting of a designated number of Police Officers under the supervision of a Police Sergeant. The following are some basic tasks performed by POLICE LIEUTENANTS in departments of varying sizes around the country.

At the start of each work tour, POLICE LIEUTENANTS assume command of their platoons and conduct, or direct Police Sergeants to conduct, roll call of assigned personnel. They inform squad members of changes in priorities or work rules, point out potential problem areas or activities, and read special orders from superior officers. Lieutenants inspect or have supervisors inspect the appearance of officers going on duty and check uniforms and equipment for adherence to department standards. They examine and evaluate police log books, crime reports, special orders, and any information pertinent to police operations. Based on this, they determine duty assignments and dispatch squads to patrol designated areas based on work priorities, experience of officers, and availability of manpower. Periodically, Lieutenants inspect patrol sectors to stay abreast of field conditions faced by police personnel and drive through areas under their command to evaluate work performance of officers to make certain that existing rules, regulations, orders, and police procedures are followed. In some instances, Lieutenants discipline officers for violations of rules, regulations, and orders. Where improper conduct is observed or reported through citizen complaints, they investigate to gather facts, take disciplinary measures when indicated, or dismiss charges where evidence is insufficient. When acting as watch commander in the police station or headquarters, the Lieutenant monitors and coordinates communications received and transmitted over police radio and telephone systems; communicates with patrol unit personnel by radio to discuss problems encountered in the field; and transmits orders or instructions to resolve situations. In some instances, a superior officer is contacted to resolve unusual occurrences or special police matters. Lieutenants also speak with members of the public by telephone or in person to discuss police business or to provide information

concerning compliance with local, State, and Federal laws. In the absence of the commanding officer, the Lieutenant on watch assumes responsibility for the operation of the precinct or stationhouse.

POLICE LIEUTENANTS have general responsibility for the conduct of preliminary investigations by police patrol personnel, and they provide officers with technical guidance, relevant information, and whatever assistance is needed to expedite cases. During public gatherings, such as parades and sporting events, or in emergency situations, such as fires or serious accidents, Lieutenants direct the activities of officers at the scene in order to maintain safe and orderly conditions, and protect life and property. They oversee, as well as participate in, detection, apprehension, and arrest of those suspected of breaking the law and, when necessary, use appropriate physical force or firearms. In some departments, Lieutenants oversee charge and booking activities at the police facility to insure that rights of arrested persons are not violated and to see that persons eligible for release are properly processed. Their responsibilities may also include inspecting jail facilities to eliminate unsafe conditions and make certain that suspects receive proper care and treatment. Police records and log books are inspected to make certain that data is recorded according to regulations, and that money and valuables belonging to prisoners, as well as evidence obtained in various cases, is taken in charge. Lieutenants review files and reports submitted by officers under their command for content, completeness, and accuracy, and return to officers for revision those not meeting standards. They also write for review by superior officers daily, weekly, and monthly reports of activities occurring under their command. Finally, they conduct performance evaluations of officers under their command and prepare duty rosters, vacation schedules, and sick leave reports.

The duties just described are basic to the job of POLICE LIEUTENANT in most police agencies. However, there are increasing numbers of departments in which Lieutenants work as specialists and concentrate their efforts in specific areas of police work. The degree to which police agencies use specialists depend on the size and resources of the department as well as the needs of the community. A community with a small police force is likely to need only part-time specialists, while a large police department in a heavily populated area requires the use of full-time police specialists in daily operations. Whether part or full-time, the following examples of specialized police units or activities are directed by Police Lieutenants:

- Bomb Squads
- Community Relations
- Crime Prevention
- Emergency Service
- Fugitive Search
- Harbor Patrol

- Hostage Negotiation
- Intelligence
- Juvenile
- Mounted Police
- Internal Affairs
- Police Aviation
- Sex Crimes
- Anti-Crime
- Tactical Forces
- Police Training
- Personnel Administration
- Data Processing
- Traffic

In addition to Police Lieutenants who work in local, county, and State police agencies, there are others who are members of special purpose public police forces found in many areas around the country. Among these are park, harbor, airport, sanitation, transit, housing, and port police forces. Some of these agencies have full police authority within their jurisdictions, while others have limited powers.

POLICE LIEUTENANTS work in a variety of locations, and working conditions differ according to type of assignment, as well as size and location of the police agency. Locales include cities of varying sizes, counties both large and small, as well as rural areas, townships, and boroughs. Lieutenants face different problems in these varied workplaces, particularly with regard to types of crimes committed, work pace, availability of personnel, and scope of police services. They may work outdoors in all kinds of weather when directing the activities of patrol personnel, or they may work indoors when on special assignments. Lieutenants usually work 5-day rotating shifts, including weekends and holidays, and may be recalled to police duties at any time. During periods of emergency, in special circumstances, or when personnel shortages occur they may be called upon to work extended hours. Regardless of the department's size or location, Lieutenants are exposed to the hazards of physical injury or death while performing police duties such as arresting dangerous suspects, engaging in high-speed chases, or preventing the commission of serious crimes. The hazardous nature of police work should be given careful attention by those considering law enforcement as a career.

Most police agencies furnish POLICE LIEUTENANTS with fringe benefits that may include all or some of the following: paid vacation, sick leave, and holidays; life, medical, and disability insurance; overtime pay; uniform allowances; tuition assistance or refund programs for college studies; and retirement pension. In some police agencies, Lieutenants may retire after 20 years of service, if they are in the 50 to 55 year age bracket. Other departments have different standards, and Lieutenants may retire after 20 years of service, regardless of age.

## Job Requirements

POLICE LIEUTENANTS in most agencies are selected and promoted from the rank of Police Sergeant. They are usually recruited from within, and while minimum qualifications vary among police departments throughout the country, they generally include all or variations of the following: 2 to 5 years' experience as Police Sergeant, completion of a specified number of college credits, or a college degree in some cases, and a qualifying grade on a civil service or departmental examination. Candidates who meet the minimum qualifications are interviewed by superior officers of the department and evaluated on such factors as work performance ratings, potential administrative talents, poise, and communication skills. A medical examination must be passed and prescribed standards of height, weight, and vision met. Those who fulfill the police agency's requirements are placed on a list of eligible candidates, and are selected from this source as vacancies occur. Because the duties of this job are complex, newly hired POLICE LIEUTENANTS require formal training in management and administration. Length and availability of such training, however, varies widely in different areas of the country. Large police agencies usually provide formal instruction at training academies where programs may last from 2 to 4 weeks or more. In smaller departments, State or municipal facilities, where available, are attended for basic management and administrative training. Classroom instruction is supplemented by on-the-job training to help new appointees develop necessary skills. Newly appointed Lieutenants who perform their duties satisfactorily during a period of probation are permanently appointed to this title.

## Opportunities

Candidates for the job of POLICE LIEUTENANT are selected from the civil service or departmental list of eligibles who meet basic entry standards. As vacancies develop, persons on the list are contacted for further personnel screening. Opportunities are affected by various conditions, most notably size and organization of the police force, adequacy of police budget, and the number of incumbents who retire, die, or enter other fields. The best prospects for entry seem to be in larger police agencies that utilize considerable numbers of supervisory and managerial personnel to conduct police business. Openings are likely to occur with less frequency in smaller agencies with limited staff. At this time, many police agencies, large and small, have had budget reductions that force personnel cuts or prevent hiring of new personnel to fill existing vacancies. Crime rates, however, have not been reduced, and citizens are calling for increased police protection. As fiscal curbs lessen, and police staffing is restored, there should be increased opportunities for police at all levels, including that of POLICE LIEUTENANT.

Although specific promotional opportunities vary widely among different departments, overall prospects are usually favorable and are governed by merit or civil service regulations. POLICE LIEUTENANTS are usually eligible for promotion after a specified period, perhaps 1 to 4 years, and those who have developed their skills through experience, training, and further education can compete for the position of Police Captain. Beyond this, those who qualify can seek other high-command positions known around the country by various titles, such as Inspector, Major, Lieutenant Colonel, Colonel, and Chief of Police, to name some.

DOT Title and Code:		
DESK LIEUTENANT	375.137-014	
POLICE LIEUTENANT, COMMUNITY RELATIONS	375.137-018	
MOTORIZED-SQUAD LIEUTENANT	375.163-010	
MOTOR-EQUIPMENT LIEUTENANT	375.167-018	
HARBOR-POLICE LIEUTENANT	375.167-030	
POLICE LIEUTENANT, PRECINCT	375.167-034	
POLICE LIEUTENANT, PATROL	375.067-038	
TRAFFIC LIEUTENANT	375.167-046	

## Police Officer

The fundamental purpose of the police throughout America is crime prevention through law enforcement, and, to most citizens, the most visible representative of this effort is the uniformed POLICE OFFICER. There is no more important police function than day-to-day patrol activities, for the effectiveness of police agencies depends on it. After their basic training, most POLICE OFFICERS are assigned to patrol duty and their specific duties and responsibilities are numerous and varied. Unlike the specialist, patrol officers must perform well in a variety of tasks rather than have skills in a limited area. But regardless of police department size, these officers have two basic responsibilities: to prevent criminal activities and to furnish day-to-day police service to the community. Patrol officers protect the public, interpret and enforce the law, control traffic, and perform preliminary investigations. Situations that require swift yet sound decisions are frequently faced. For example, they must decide whether to take no action in an incident, or to offer advice, warn, or arrest persons, perhaps using firearms or substantial physical force. In some situations, they must determine the difference between crime and bizarre behavior or between disturbing the peace and legitimate dissent by citizens. Regardless of such varied circumstances, their first duty is protection of constitutional



guarantees, and the second is enforcement of the law.

POLICE OFFICERS begin each work shift by reporting to a designated police facility where supervisory personnel conduct roll call, inspection, and issue orders and instructions from the commanding officer. After these preliminaries, officers begin their assignments. Assigned sectors are patrolled in motor vehicles or on foot, working alone or with a partner, paying close attention to area conditions and inhabitants. Through experience, they gain familiarity with sector conditions and learn such things as store hours of various merchants, trouble spots likely to cause accidents, traffic jams or other problems, and hours when neighborhood children use the streets to and from school. During patrol, POLICE OFFICERS observe suspicious behavior, conditions, or illegal activities in their sector and report incidents by radio to a superior officer prior to taking action. Such incidents are investigated and individuals involved questioned to determine violations of the law. They respond to radio calls sent by police dispatchers or superior officers ordering them to the scene of incidents such as burglaries, bank robberies, homicides, rapes, suicides, assaults, and crimes in progress. Preliminary investigations are conducted, victims and witnesses questioned, stolen property recovered, and evidence taken into possession. Where indicated, suspects are arrested at crime scenes or after pursuit, and physical force and firearms are used to subdue them. At the time of arrest, suspects are advised of

their constitutional rights, as required by law, and transported in police vehicles to police booking and detention facilities prior to court arraignment. When trials are held, POLICE OFFICERS testify in court to provide evidence for prosecuting attorneys.

Traffic control is an essential part of police patrol activities. POLICE OFFICERS direct and control pedestrian and vehicular traffic in high density areas to insure safe and rapid movement; observe parked and moving vehicles for evidence of traffic violations; and issue citations for violations of traffic regulations. Other responsibilities include maintaining order and traffic flow during public gatherings, demonstrations, and emergencies such as riots, fires, explosions, auto accidents, and natural disasters, using crowd control and traffic-direction techniques to carry out such assignments. Where necessary, they administer first aid to victims of accidents or crimes and arrange for the dispatch of medical units to the scene. In cases of traffic accidents, circumstances and causes are investigated, and the findings recorded for subsequent use by the parties involved and their attorneys.

Assignment to patrol duty requires performance of a number of miscellaneous tasks. Entrances and exits of commercial facilities are checked for security during hours of darkness to detect unsafe conditions. In some police departments, officers inspect residential buildings for safety and suggest methods of improving security against theft or damage, such as installing special locks, alarms, or improved lighting in entry areas. Premises of public, licensed business establishments are inspected to enforce laws, local ordinances, and regulations concerning their operation. POLICE OFFICERS also provide information and assistance to inquiring citizens, help to settle domestic disputes when called to the scene, and may lend assistance in cases of emergency childbirths. Conditions which are hazardous to the public such as obstructions, potholes, inoperable street lamps, and defective traffic signals are noted and reported for appropriate action. At the conclusion of each daily work tour, a Police Officer prepares a written activity report that describes arrests, incidents, and all relevant information gathered, and submits it to a superior officer, usually a Police Sergeant.

As noted previously, POLICE OFFICERS on patrol duty are generalists who perform a number of police functions well. However, many aspects of modern police service are complex and require use of specialized personnel. The degree of specialization within a police agency varies with the size and resources of the department and needs of the community. Small communities usually require less specialization while highly populated areas make specialists a necessity. In small police agencies, specialists are generally used on a part-time basis, while the larger departments usually employ full-time specialists. The following are some examples of the various specialized assignments carried out by POLICE OFFICERS.

Bomb-Squad Officers are highly trained police personnel who respond to incidents of bomb threats and report to locations where bombs have been detonated. Sophisticated equipment and specially trained dogs may be used to locate and disarm explosive and incendiary devices, many of them real and others cleverly constructed hoaxes.

Community Relations Officers help to develop and maintain contact between the police department and community groups, organizations, and schools in the area. Their objective is to promote understanding of the police role in the community, develop closer working relationships, and keep open the lines of communication between citizens and the police department. These officers meet with members of the community and assist in developing police-sponsored programs to help reduce crime. Other duties include conducting tours of police facilities and addressing student and civic groups on relevant topics such as drug abuse, crime prevention, and traffic safety.

Canine Officers team with specially trained dogs to provide assistance to other police units within the department. For example, they are called to different scenes where their special skills are used to conduct building searches, track suspects in wooded or mountainous terrain, locate lost persons, or help in crowd-control operations. Canine Officers personally train their dogs with the help of professional instructors, and are responsible for the animals' general care as well.

Crime Prevention Officers conduct security surveys of multiple dwelling and commercial establishments and suggest methods of improving security, such as use of burglar alarms, window gates, and better locking devices. Citizens may also be provided with marking tools to engrave identifying information on personal property in order to prevent sale of stolen merchandise or to facilitate its return, if recovered. Speaking before civic groups to inform citizens of crime prevention and safety methods, and presenting slides and movies that demonstrate various crime prevention programs may be other job duties. In some departments, Crime Prevention Officers analyze information contained in police reports for indications of crime patterns or trends. Police units are then alerted to potential problem areas and methods of operation used by perpetrators; this often effects a reduction in criminal activities.

Emergency Service Officers are highly trained police personnel who are brought into situations that other police officers are not equipped to handle. Examples of problems dealt with range from people threatening to jump from bridges or high buildings or attempting suicide in rivers, to persons trapped in automobile wreckage or threatened by a dangerous animal. Such cases require a special expertise and these officers have the equipment and training needed to do the job.

In some police agencies, POLICE OFFICERS are assigned to Fugitive Search Units where they are responsible for conducting investigations to locate and return fugitives for

prosecution by criminal justice agencies. Data received from national, regional, and State crime information centers is examined and employers and other law enforcement agencies contacted to develop leads. Once a fugitive is located, these officers obtain the legal documents necessary for custody and may be required to travel to other criminal justice agencies throughout the country to return prisoners wanted for unlawful flight.

Harbor Patrol is a specialized unit in which POLICE OFFICERS are responsible for patrolling municipal harbors to detect and apprehend criminals and to aid persons in distress. Patrol is usually in power launches and may involve rescuing drowning victims, recovering bodies, or assisting ships in distress. These officers also cooperate with other law enforcement agencies in an effort to apprehend criminals, and prevent smuggling or entry of illegal aliens.

Hostage Negotiation Teams are another area in which some POLICE OFFICERS may specialize. Members of these units are specially trained officers who have the difficult task of rescuing hostages from their captors without bloodshed or violence. This is hardly easy because persons holding hostages are often nervous and desperate. Such situations require cool, calm, and logical actions on the part of each officer.

POLICE OFFICERS in certain police departments are members of the Intelligence Unit. These units gather and compile information about community conditions, potential problems, organized crime, and lawlessness in the form of civil disorder. To obtain this data, officers often work undercover to infiltrate organized crime and terrorist groups or seemingly legitimate businesses used as fronts for criminal activities. They coordinate their activities with other law enforcement agencies, and furnish current information about the location and activities of members of organized crime and subversive groups to local, State, and Federal agents.

POLICE OFFICERS assigned to Juvenile Units have the responsibility of conducting juvenile investigations, providing assistance to field officers in matters involving juvenile problems, and for coordinating efforts with other agencies such as courts, schools, and social service and counseling agencies. Juvenile Officers investigate not only juvenile offenses but also cases of lost or runaway children to discover their whereabouts and locate their parents. They take into custody delinquent or neglected children and refer cases involving serious offenses to the juvenile court system. Neighborhoods where youths gather are also patrolled, reports of large gatherings that might indicate trouble are investigated, and the help of the community enlisted in preventing potential juvenile problems.

Mounted Police Officers are specially trained officers who patrol their assigned areas on horseback or motorcycle. Officers on horseback perform the basic duties of the patrol officer but their skills are particularly effective in crowd-

control activities. Through skillful handling of their mounts, these officers preserve order where large crowds congregate, such as parades and sporting events, and in cases of riot or civil unrest disperse unruly crowds. Officers patrolling on motorcycles perform important traffic-control duties in congested areas by helping to facilitate the flow of traffic. In many cases, patrol cars are unable to reach the scene of disturbances or accidents, and motorcycle officers, first on the scene, provide assistance to sick or injured persons, direct traffic around fires or explosions, and perform general police work by keeping order and apprehending criminals.

Another assignment that may be available to POLICE OFFICERS is the Property Unit. Property Officers are responsible for property confiscated as evidence, removed from suspects, lost or stolen, or purchased by police department officials. Work also involves keeping detailed records of all properties under their control and, when authorized, releasing property to arresting officers for use as evidence in legal proceedings. Personal property is returned to suspects being released from custody, and owners of lost or stolen property are contacted to claim articles upon proof of ownership. Property Officers keep extensive records of articles confiscated during arrests, such as narcotics and firearms and arrange for their transfer to official disposal sites when required by law. Responsibility may also include receiving and examining property purchased by the department to verify the completeness and satisfactory condition of these purchases against invoices or other records.

Aviation programs in which POLICE OFFICERS are trained as Police Pilots provide another area of police specialization. Because aircraft are not restricted by roads or traffic congestion, larger areas can be patrolled, and aircraft can be used for aerial surveillance missions, high-speed transportation, and police rescue missions. Police Pilots may fly helicopters, conventional fixed-wing aircraft, or Short Takeoff and Landing (STOL) aircraft in carrying out their assignments. Helicopters are very effective in urban patrol as part of a helicopter-automobile patrol team. They can shorten response time to crime scenes, hover, or patrol at slow speeds to observe ground activities, or illuminate an area at night. Conventional fixed wing aircraft are very effective in highway speed enforcement as part of an air-ground team and of search and surveillance operations. Unlike the helicopter, however, they cannot hover or cruise at the reduced speeds needed in urban areas. STOL aircraft combine some of the characteristics of the helicopter with those of conventional, fixed-wing aircraft. These aircraft can take off and land in shorter distances than those required for other fixed-wing aircraft. Faster than most helicopters, they can cruise at slower speeds than other fixed-wing craft and can stay airborne without refueling twice as long as rotary-wing aircraft. Regardless of the type of aircraft they fly, Police Pilots play a crucial role in law enforcement activities.

In some departments, cases of rape and sexual assault are the responsibility of Police Officers assigned to Sex Crimes Units. These crimes create special problems for both victims and the criminal justice system. Fear of harassment or humiliation during police investigations and medical examinations makes victims reluctant to report such crimes and to go through the ordeal of a trial. Sex Crimes Units are staffed with both male and female officers who are specially trained and sensitive to the plight of victims and can provide needed support during medical examinations, interviews with police and public prosecutors, and subsequent investigations. In some departments, rape victims, if they so desire, can deal exclusively with other women who act both as interviewers and as criminal investigators. These officers can also provide referral to community agencies that give special help to victims of sex crimes.

Anti-Crime or Street-Crime Units are a successful innovation being used by many departments throughout the country. POLICE OFFICERS assigned to these units work in high-crime areas, out of uniform, and pose as unsuspecting citizens from various walks of life. Their objective is to present themselves as targets for assaults and robberies and to apprehend suspects who attempt to commit such crimes. These decoys team with backup units in the area so that a response is made when suspects attempt to carry out crimes against the decoy officers. Members of these units also conduct surveillance activities on stakeouts.

Many police agencies have developed Tactical Forces—highly mobile units that can be deployed rapidly against special crime problems. Normally made up of POLICE OFFICERS from within the police agency, and varying in size from a few officers on small forces to several hundred on larger forces, these units are motorized and assigned to areas where patterns of serious crimes are occurring. The work can be varied and officers may find themselves working in plainclothes on a robbery detail, and then be abruptly assigned to work in uniform on a different type of assignment. When no specific crime problems occur in a particular area, these officers are deployed over a wider area and then, if needed, can be called back quickly to work as a unit on a particular case. In some police agencies, these officers are members of specially trained units, such as sniper-suppression teams and special weapons attach teams (SWAT), which are used during specified emergency situations. The overall purpose of Tactical Forces is to strengthen the regular patrol force and help the line units to meet their goals.

Police Instructors are another example of the varied specializations into which POLICE OFFICERS may move. These training officers instruct police recruits in basic phases of police work and in the duties and responsibilities of the police officer. Lectures, discussion, and demonstrations are conducted and audiovisual materials used to teach basic core skills to new personnel. Subject matter of the training sessions includes criminal law, traffic regulations,



human relations, criminal investigation, patrol techniques, report writing, firearms and physical training. In addition to training police recruits, Police Instructors train veteran officers through inservice courses and refresher sessions. Some instructors specialize in one area of training, and the educational and background qualifications for this position vary among departments.

Traffic Officers are members of specialized police units whose aim is to produce voluntary obedience to traffic regulations and provide maximum mobility of traffic with a minimum of interruption. These enforcement units operate in preselected locations where high rates of vehicular and pedestrian accidents, auto thefts, and traffic-law violations occur. Traffic enforcement is closely related to other police activities because, in many instances, persons stopped for traffic violations are found to be involved in criminal activities or are fugitives wanted in another jurisdiction.

In addition to the POLICE OFFICERS who work in local and county police agencies, there are others who are employed by special purpose public police forces in many cities throughout the United States. Some typical examples include park, harbor, airport, sanitation, transit, housing, and port police forces. Some of these agencies have full peace-officer powers within their limited jurisdictions, while others have limited authority. In New York City for example, there are three major public police forces besides the

New York City Police Department. They are the forces of the New York City Housing Authority, the New York City Transit Authority, and the New York Port Authority. The following are brief descriptions of the work of POLICE OFFICERS in these departments.

Housing Authority Officers patrol grounds, cellars, roofs, stairwells, and elevators of public housing projects. Officers are assigned to housing projects around-the-clock, based on the incidence of crime in various locations. They conduct investigations of all crimes and disturbances on properties within their jurisdiction, and apprehend and arrest suspects, using physical force or firearms, if necessary. If the situation justifies it, these officers can request assistance from the New York City Police Department (N.Y.P.D.). Both agencies cooperate closely, the N.Y.P.D. providing records, booking, laboratory, and detention services for both forces.

Transit Authority Officers enforce the law and provide security services for the New York City Transit System, which contains nearly 500 subway stations. These officers patrol subway stations and trains, particularly during high-crime hours, usually 8 p.m. to 4 a.m. They apprehend and arrest suspects and use physical force and firearms if necessary to carry out their duties. The jurisdiction of Transit Authority Officers is not limited to Transit Authority property as they have full police powers to enforce all

local and State laws anywhere in New York City. The New York City Police Department and the Transit Police cooperate closely; in cases of emergency N.Y.P.D. will respond to crime or emergency scenes. Conversely, Transit Authority Officers take action if they witness a crime occurring off Transit Authority property.

Port of New York Authority Police are responsible for policing and providing security in bus, rail, and air terminals; tunnels and bridges; and any properties or facilities operated by the Port Authority. Port Authority Officers enforce the law and apprehend and arrest suspects, using physical force or firearms if necessary. Other responsibilities include controlling traffic and crowds, and handling emergency situations occurring within their jurisdiction.

POLICE OFFICERS work in any locations which range from boroughs, townships, and counties, to urban areas of varying sizes. Working conditions vary considerably according to location, size, organization, and jurisdiction of the police agency. Those who work in small towns and rural communities most certainly face problems different from those met by their counterparts in the inner cities of larger urban areas. There are definite differences in pace, types of criminal activities encountered, and availability of manpower and services needed to provide adequate police protection to the public. But all POLICE OFFICERS, regardless of where they work, share certain problems. They constantly deal with human suffering, yet must always maintain self-control and act in a calm, efficient manner. They face danger, difficulty, and frustration, perhaps daily, but can do little to prevent it from happening. They also share the problems of long, irregular hours and, in some communities, a lack of public support for police officers.

As a rule, most POLICE OFFICERS, while conducting patrols or carrying out other assignments, work outdoors in all types of weather. Some officers on special duty may perform their duties indoors at police facilities. Depending on the size of the department, POLICE OFFICERS work alone or may have a partner. Because police agencies operate 24 hours a day, officers are usually required to work 5-day rotating shifts, including holidays and weekends. POLICE OFFICERS are on call at all times and, during periods of emergency or manpower shortages, are required to work additional tours of duty. All POLICE OFFICERS, regardless of where they work or the size of the employing police agency, must live with the very real threat of physical injury or death. The apprehension of suspects who may be armed and dangerous, situations involving high-speed chases, or the rescue of individuals attempting suicide are some of the possibilities that make this work hazardous. Such hazards should be fully considered by individuals thinking about a police career. In most police agencies, POLICE OFFICERS have fringe benefits that include some or all of the following items: paid vacation, sick leave, and holidays; overtime pay; life, medical, and disability insurance; uniform allowances; tuition assistance or refund programs for



college studies; and retirement pension. In some departments, officers may retire after 20 years of service if they are from 50 to 55 years of age. In departments with different standards, POLICE OFFICERS may retire after 20 years of service regardless of age.

### Job Requirements

Entry requirements for POLICE OFFICERS vary to a certain degree among police agencies throughout the country. As a rule, however, applicants must be U.S. citizens between the ages of 20 and 29 at the time of appointment to service. Time served in the military is usually deducted from a candidate's chronological age in meeting the upper age requirement. Most police agencies require completion of high school or its equivalent as the educational minimum, although some insist on completion of a specified number of college credits and, in some instances, a college degree. Secondary and postsecondary courses helpful in preparing for police work include government, English, psychology, sociology, American history, physics, and foreign languages. In addition, over 1,000 junior colleges, colleges, and universities offer programs in police science or criminal justice. The vast majority of police agencies in the United States operate under civil service systems and select candidates accordingly. Candidates must pass a competitive examination and obtain a qualifying rating on an interview conducted by senior police officers. Each applicant must pass a comprehensive medical examination, which in some agencies includes psychological and psychiatric evaluations to determine emotional stability and ac-

ceptability for police work. Performance tests designed to gauge strength, agility, and stamina must be passed and departmental standards with regard to height, weight, and eyesight must also be met. Because good judgment and a sense of responsibility are essential in police work, a thorough background investigation is conducted to assess general character, past history, honesty, and general suitability for this work. As a rule, possession of a valid driver's license is also required prior to employment by the police agency. Meeting the preceding requirements is the typical way of beginning a police career; in some localities, however, young high school graduates or law enforcement students in college can enter this field as police cadets or interns. These individuals are hired as paid civilian employees of the police agency, perform nonenforcement duties, and attend classes to learn basic police skills. Those who successfully complete this type of program and meet the basic entry requirements for POLICE OFFICER may be appointed to the regular force at age 21.

Newly hired POLICE OFFICERS enter training on a probationary basis prior to being assigned to duty. Programs vary widely with regard to length and content. In small departments, there is less formal instruction and a greater degree of on-the-job training as a means of developing skills. In large police agencies, formalized programs of instruction are the rule and may last from several weeks to 6 months depending on department policy and availability of training facilities. Newly hired officers receive instruction in a variety of subjects including criminal law, motor vehicle codes; arrest, search, and seizure procedures; constitutional law; civil rights; methods of patrol, surveillance, and communications; traffic control; accident investigation; laws of evidence; crime prevention and criminal investigation procedures; pursuit driving; armed and unarmed defense tactics; use of various types of firearms; physical conditioning; crowd control; first aid; community relations; preparation of reports; court procedures; use of legal warrants; police ethics; and departmental regulations. Some departments combine this formal training with field experience to reinforce concepts learned in the classroom. Following the completion of training, new officers are assigned to work under the supervision of a veteran officer. He evaluates their work performance from time to time during the probationary period, which may last 1 year to 18 months. New officers may also team with experienced officers who provide them with practical instruction and field experience. After successfully completing the probationary period, these officers become permanent licensed or certified law enforcement officers when they are shown in and awarded a badge.

### Opportunities

The sizes of local, county, and municipal police agencies around the country vary greatly, ranging from those with as

few as 10 officers to departments with staff in excess of 25,000. As vacancies occur, new candidates are selected from the certified civil service list of eligibles who have met the basic entry requirements of the agency. The annual number of openings for POLICE OFFICERS differs within each department and depends to some extent on the number of officers who retire, die, or move into other fields of work. More important, however, are budget considerations and legislative actions in regard to size of police staffs. It is probably safe to say that at this time most police agencies are understaffed. A tightening of government purse strings as a result of economic pressures has prevented many agencies from hiring new personnel, thus reducing entry opportunities for new workers. At the same time, however, the crime rate in this country is rising, and public demands for greater police protection are increasing. This, coupled with an eventual easing of budget restraints and increased supplemental funding from local, State, and Federal sources, should lead to a moderate growth in the employment of POLICE OFFICERS.

Once entry into this work is made, promotional prospects are generally good and usually governed by merit or civil service system regulations. POLICE OFFICERS as a rule become eligible for promotion after a specified number of years (3 to 5, in most police agencies). Promotions are made according to the officer's position on a promotion list, determined by scores on a written, competitive examination as well as ratings of on-the-job performance. The first promotional level for uniformed POLICE OFFICERS is the position of Sergeant. Thereafter they are eligible to compete for other positions such as Lieutenant, Captain, or higher command positions the titles of which vary among police agencies throughout the country.

DOT Title and Code:		
POLICE OFFICER		375.263-014
ACCIDENT-PREVENTION-SQUAD POLICE OFFICER		375.263-010
AIRPORT SAFETY AND SECURITY OFFICER		375.263-014
MOTORCYCLE POLICE OFFICER		375.263-014
MOUNTED POLICE OFFICER		375.263-014
PATROL DRIVER		375.263-014
PILOT, HIGHWAY PATROL		375.163-014
POLICE ACADEMY INSTRUCTOR		375.227-010
RADIO POLICE OFFICER		375.263-014
TRAFFIC POLICE OFFICER		375.263-014

## Police Sergeant

Detail sergeant  
Division sergeant  
Patrol sergeant  
Sergeant  
Squad sergeant

POLICE SERGEANTS supervise and coordinate the work of uniformed POLICE OFFICERS who provide day-to-day police services to the community and prevent and deter criminal activities. Patrol is the primary police function and most SERGEANTS supervise the activities of patrol officers who protect the public, interpret and enforce the law, control traffic, and perform preliminary investigations. SERGEANTS begin their work shifts at police stations or headquarters where they assume command of a squad of police officers. Roll call is conducted, attendance records prepared, and appearance, uniform, and equipment of each squad member inspected for adherence to department standards. In addition, they make certain that officers are physically and mentally fit for duty. At this point, squad members are also informed of new or revised orders from superior officers and, where possible, provided with all available crime information that may be useful in carrying out assignments. Next, SERGEANTS assign squad members to their posts; many of these require the use of specially equipped patrol vehicles although foot patrol may also be assigned. POLICE SERGEANTS do not directly supervise Police Officers in their squads because of the nature of patrol activities in which personnel are deployed over a designated area or sector. SERGEANTS do, however, patrol their assigned sectors, in a patrol car or on foot, to observe officers at work, evaluate performance, and insure adherence to police procedures and standards. They issue orders directly or by radio and provide assistance when problems arise. During public gatherings such as parades, street festivals, and demonstrations, or such emergency situations as fires, accidents, civil disorders, or natural disasters, POLICE SERGEANTS take charge initially, and direct activities of officers at the scene. In addition, they advise superiors of any special problems encountered in these situations and carry out directives as ordered.

POLICE SERGEANTS are first-line supervisors, but also perform the basic tasks of the Police Officer. They must develop familiarity with conditions and inhabitants within their assigned sectors, just as Police Officers under their command must do. They must know the areas in which problems are likely to occur and be ready to respond to a variety of situations. POLICE SERGEANTS respond to radio calls from police dispatchers or calls for assistance from squad members, and report to the scene of such incidents as bank robberies, homicides, burglaries, rapes,

crimes in progress, suicides, and assaults. They assist with preliminary investigations, take possession of evidence, and question witnesses and victims. SERGEANTS arrest suspects at crime scenes or after pursuit on foot or in police vehicles, and may use firearms and physical force in apprehending these persons. They read suspects their constitutional rights and arrange for transport to police booking facilities prior to court hearings. Testimony may also have to be given in court to provide evidence for prosecuting attorneys during trials of defendants charged with crimes.

An important responsibility of most POLICE SERGEANTS is traffic control, an essential part of police patrol. They direct activities of Police Officers controlling vehicular and pedestrian traffic in congested areas, issuing citations for moving or parking violations, and keeping traffic moving in a safe, efficient manner. At sites of emergencies, sporting events, and large public gatherings Sergeants make certain that officers under their command follow special crowd-control and traffic-direction techniques to maintain order and traffic flow. At accident scenes, they may assist victims, arrange for medical units to be sent to the scene, and investigate circumstances surrounding the mishap.

In some departments, SERGEANTS oversee the work of Police Officers who inspect commercial and residential buildings for safety, and recommend improved security methods, such as installation of gates, alarms, or special locking devices. The work of officers inspecting premises of public, licensed business establishments to enforce local ordinances and regulations is also supervised.

Besides their primary tasks, POLICE SERGEANTS perform miscellaneous duties as well. Disciplinary action is taken against officers under their command for violations of departmental rules, and written performance evaluations of subordinates are prepared. Daily written reports submitted by squad members are reviewed for content and accuracy, and unsatisfactory reports returned to subordinates for proper completion. In addition, written daily reports recounting arrests, incidents, and all pertinent information gathered during the work shift are prepared for submission to a superior officer, usually a Police Lieutenant.

POLICE SERGEANTS supervise a number of varied activities carried out by Police Officers on patrol duty. Modern police service, however, is becoming more and more complex, resulting in an increased use of police specialists in departments throughout the country. The amount of specialization found in a police department depends primarily on the needs of the community and the size and resources of the agency. Small communities with limited police forces require less specialization and employ part-time police specialists. Large police agencies in heavily populated areas must use full-time police specialists in daily police operations. Regardless of whether these special assignments are performed on a full or part-time basis, POLICE SERGEANTS, in many departments, are police

specialists. The following are brief descriptions of some specialized activities in which Sergeants not only supervise but also perform most or all of the duties of officers under their command.

Sergeants assigned to Bomb Squad Units oversee the work of Police Officers sent to scenes of reported bomb threats or to locations where bombs have exploded. They assist in collection of evidence and are specially trained in methods of locating and disarming explosive and incendiary devices.

Some SERGEANTS work in Community Relations Units and supervise officers who attempt to develop closer working relationships with community groups, open lines of communication between citizens and the police department, and promote an understanding of the police role in the community. These sergeants help to develop police-sponsored community activities, such as athletic and social programs, arrange for tours of police facilities, and speak before student and civic groups on topics such as drug abuse, safety, and crime prevention. In some departments, the work of officers in Canine Units is supervised. These officers team with specially trained dogs and perform patrol duties and provide special assistance to other police units. Canine teams are used to track suspects in wooded areas, conduct building searches, locate lost persons, control unruly crowds, and locate hidden narcotics.

When assigned to Crime Prevention Units, Sergeants oversee the work of officers who attempt to involve the public in crime prevention efforts. They direct officers to conduct security surveys of commercial buildings and residences and recommend ways of improving security by use of burglar alarms, improved locking devices, window gates, and other measures. They oversee identification programs in which electric marking tools are made available to mark identifying information on personal property in order to prevent sale of stolen merchandise or facilitate its return when recovered. Some SERGEANTS help to form neighborhood watch and tenant-patrol programs in which suspicious persons or activities are reported promptly to the police. Others assist in analyzing police data that may show evidence of crime patterns in certain geographic areas. This information is then used to alert field units to problem areas and methods used by lawbreakers.

Desk Sergeants supervise and coordinate work activities of personnel assigned to a district or precinct police station. They supervise clerical staff, and, in some cases, personnel who send and receive police communications by radio and telephone systems. The commanding officer is notified of calls and orders received over police communications, of complaints from citizens, and receives prepared reports of station or precinct activities. Other duties include recording pertinent information about prisoners and arresting officers and assuring that proper procedures are followed regarding booking, detention, or release of prisoners. In the absence

of the commanding officer or watch commander, the Desk Sergeant assumes command of the police station.

Sergeants in Emergency Service Units supervise specially trained officers assigned to jobs that other police personnel cannot perform. Assignments include such situations as attempted suicides in rivers, or threats to leap from bridges or other high places; an individual threatened with attack by a dangerous animal; or persons pinned in the wreckage of an automobile. To meet these challenges, SERGEANTS and the officers under their command are thoroughly trained and use a variety of specialized tools and equipment.

Assignment to Fugitive Search Units requires Sergeants to oversee investigations aimed at locating and returning persons sought for prosecution by criminal justice agencies. When fugitives are located, SERGEANTS make certain that all necessary legal documents are obtained for release of these individuals from other law enforcement jurisdictions. Travel to other cities and States may also be necessary to take custody of prisoners and return them for trial.

In Harbor Patrol Units, Sergeants oversee officers patrolling municipal harbors to detect and apprehend criminals and to assist individuals in distress. They perform a variety of duties and, while patrolling in police launches, help ships in trouble, rescue drowning persons, recover bodies, and assist other law enforcement agencies in preventing smuggling activities and entry of illegal aliens.

In some police agencies SERGEANTS are members of Hostage Negotiation Teams and have the difficult job of convincing captors to release hostages without violence or bloodshed. Trained to deal with a variety of situations and with individuals in various states of mind, these officers approach each case in a cool, calm, and logical manner.

An Intelligence Unit assignment involves supervision of police personnel gathering and compiling data about community conditions and problems, terrorist groups or those who preach civil disorder, and organized crime activities. The purpose of these units is to keep the police agency aware not only of present conditions but of those that may occur in the future so that community safety and security measures can be adequately provided. These officers cooperate with agents of other law enforcement agencies and exchange information on matters of mutual interest.

Still another specialized area of police work is in Juvenile Units. Sergeants oversee activities of officers conducting juvenile investigations, assisting field personnel with problems involving juveniles, and working closely with counseling agencies, schools, courts, and social service groups. Other duties deal with run-away and neglected children and with trying to enlist the aid of the community in reducing or preventing juvenile problems.

In Mounted Police Units, Sergeants supervise officers patrolling on horseback and motorcycle and performing specialized crowd- and traffic-control activities. On horse-

back, mounts are skillfully used in controlling large gatherings or dispersing unruly mobs in cases of riot or civil unrest. Besides performing traffic-control duties, officers on motorcycles are particularly effective in reaching crime or accident scenes that are inaccessible to patrol cars.

Another specialized area of work is the Internal Affairs Unit which investigates charges of misconduct lodged by citizens or police personnel against police officers. The purpose of such units is to preserve public trust in the police agency by holding police officers at all levels accountable for their actions and to provide a system of internal discipline. SERGEANTS interview complainants and accused officers to gather all pertinent facts. Where necessary, investigations are conducted to uncover corroborating witnesses or evidence, including the use of polygraph (lie detector) tests. At the conclusion of the investigation, a case report of evidence and charges is submitted for decision to a police review board or superior officer.

In police agencies with aviation programs, SERGEANTS may work as Police Pilots. These officers are fully trained and meet the FAA requirements for the aircraft they fly, which include helicopters, conventional-fixed wing, and Short Takeoff and Landing (STOL) aircraft. Police aircraft can play a crucial role in law enforcement. Helicopters are effective in urban patrol activities and can shorten response time to crime scenes, or hover to observe ground activities. Conventional planes are useful in search and surveillance operations, or in highway speed-enforcement. STOL aircraft combine some of the characteristics of helicopters and conventional planes. Faster than helicopters, they can take off and land in a shorter space than conventional planes, and can remain airborne for long periods.

SERGEANTS in some police departments are assigned to Sex Crimes Units and oversee the work of officers investigating cases of rape and sexual assault. Because such cases pose difficulties for both victims and the criminal justice system, these specially trained officers, both male and female, are sensitive to the needs of victims and provide support during interviews with police personnel and public prosecutors, medical examinations, and subsequent investigations. In addition, they can also refer victims to agencies that provide special services for victims of sex crimes.

In Anti-Crime or Street-Crime Units Sergeants oversee activities of officers who work out of uniform, in high-crime areas, and pose as unsuspecting citizens. The purpose of these decoy officers is to present themselves as targets for serious crimes, such as robbery or assault, and to apprehend those who attempt these acts. These officers team with backup units who remain out of sight but respond when a move is made against the decoys. In some departments, this unit also participates in surveillance and stakeouts of locations where crimes are anticipated, such as in retail establishments or during waves of bank robberies.

Tactical Forces are highly mobile units that can be dispatched rapidly to areas where patterns of serious crimes

are developing, or in emergency situations requiring swift action such as civil unrest, looting, and rioting. These units are motorized and SERGEANTS supervise varied activities of officers that can range from plainclothes duty on a robbery detail to special assignments in uniform. Assignments in these units often change abruptly based on crime patterns and the need of the department.

SERGEANTS in many police agencies work as Police Instructors in training academies. They oversee the work of training officers and engage in teaching activities as well. Specialized skills are taught to new personnel and experienced officers are instructed in new police methods through refresher courses and inservice training. Some SERGEANTS specialize in specific areas of instruction, and, in most departments, must meet specific experience and educational requirements to qualify for this work.

Traffic Sergeants work in specialized police units whose aim is to provide maximum traffic flow with a minimum of interruption and enforce traffic regulations. They oversee officers in areas with high rates of vehicular and pedestrian accidents, auto theft, and traffic violations. Traffic enforcement supports other police activities as there are often situations where arrests are made for serious nontraffic offenses as a result of stops for traffic violations.

In Prisoner Processing Units, Sergeants supervise the booking process in which prisoners are searched, fingerprinted, photographed, and the arrest records prepared. Subordinates are directed to transmit requests to the State Crime Information Center or National Crime Information Center to check records of suspects against agency files for outstanding warrants in other localities. Detention in cells is arranged, release of suspects to police custody for transport to court proceedings is approved, and release of suspects on bail or after being cleared of criminal charges is authorized.

Besides the POLICE SERGEANTS who work in local and county police departments, there are others employed by special-purpose public police forces. Among these are park, harbor, airport, sanitation, transit, housing, and port police forces. Some of these agencies have full police powers within their specific jurisdictions, while others have limited authority. In New York City for example, there are three major special-purpose public police forces besides the New York City Police Department. These are the forces of the New York City Housing Authority, New York City Transit Authority, and New York Port Authority. These agencies are similar in many respects to those found in many large urban areas around the country and the following are brief descriptions of work SERGEANTS perform.

Housing Authority Sergeants supervise activities of Housing Authority Officers who patrol grounds, roofs, cellars, stairwells, and elevators of public housing projects to protect tenants and enforce the law. They investigate crimes that occur in their jurisdiction and have the power to



apprehend and arrest suspects, using physical force and firearms if the situation warrants.

Transit Authority Sergeants oversee Transit Authority Officers patrolling subway stations and trains to enforce the law and provide security in New York City's vast subway system. They have the power of arrest and use firearms and physical force, where necessary, when arresting suspects. The jurisdiction of these officers is not limited to transit properties since they have full police powers anywhere in New York City. As with the Housing Police, this agency works closely with the New York City Police Department.

New York Port Authority Police Sergeants supervise officers patrolling and providing security in air, rail, and bus terminals; bridges and tunnels; and facilities operated by the Port Authority. They have the power of arrest; use

firearms where necessary; control crowds and traffic; and respond to a variety of emergency situations taking place in their jurisdiction.

POLICE SERGEANTS work in a variety of locations, and working conditions vary considerably according to size and organization of the police agency. The locales include cities of varying sizes; counties both large and small as well as boroughs and townships; and rural areas. Sergeants, in each of these locations, are confronted with different problems and there are wide variances in the work pace, kinds of crimes committed, scope of police services, and availability of police personnel. They do, however, share common difficulties of daily exposure to danger, human suffering, long, irregular work schedules and, in some cases, lack of public support for their efforts. Most uniformed POLICE SERGEANTS work outdoors, in all types of weather, while supervising officers under their command. There are exceptions however, and those on special assignment may work indoors at police facilities. POLICE SERGEANTS may work alone or with a partner, depending on the size of the department, and on a 5-day rotating shift, including weekends and holidays. As with other police officers, SERGEANTS may be called to duty at any time and must work extended hours of duty in periods of emergency or manpower shortages. This job is hazardous and POLICE SERGEANTS face the constant prospect of serious injury or death, regardless of the department's size or location. High speed chases, apprehension of armed and dangerous suspects, or the rescue of an attempted suicide are examples of the hazardous nature of this work and should be carefully considered by those thinking of entering law enforcement.

Most police agencies provide POLICE SERGEANTS with fringe benefits that may include all or some of the following: life, medical, and disability insurance; paid vacation, sick leave, and holidays; overtime pay; uniform allowances; tuition assistance or refund programs for college studies; and retirement pension. In some police agencies, SERGEANTS may retire after 20 years of service, if they are in the 50 to 55 year age bracket. Other departments have different standards and SERGEANTS may retire after 20 years of service regardless of age.

### Job Requirements

POLICE SERGEANTS are recruited from the ranks of Police Officers who have the minimum qualifications set down by the police agency. While qualifications differ among police departments around the country they generally include the following: 3 to 5 years' experience as a Police Officer within the agency and a qualifying score on a written, competitive civil service examination. Educational requirements vary; although most departments do not require posthigh school education, an increasing number of police agencies are demanding possession of a specified number of college credits and, in some instances, a college

degree. The subject matter of most civil service examinations for POLICE SERGEANT includes such areas as administration and supervisory techniques, criminal and motor vehicle codes, modern police methods and practices, and preparation and interpretation of written materials. In addition to obtaining a qualifying grade on the civil service test, candidates for this job must have leadership qualities, a good performance rating as a Police Officer, and be recommended for promotion by superior officers. Prescribed physical requirements with regard to weight, height, and vision must be met, and a comprehensive medical examination must be passed.

Newly promoted POLICE SERGEANTS usually receive formal supervisory instruction in a department or regional training academy, in addition to on-the-job training. Length of training varies, according to the policy of the police agency and on availability of training facilities, and may range in length from 2 to 8 weeks. After completing supervisory training, SERGEANTS are assigned to duty with experienced supervisors as a means of further developing skills. Those who perform successfully during this probationary period are permanently appointed to the job.

### Opportunities

As vacancies occur within a police agency, candidates for the position of POLICE SERGEANT are chosen from the list of eligibles compiled by the local or county civil service commission. Just as the size of police agencies throughout the country varies from small town forces to large urban departments, so do the opportunities for promotion to SERGEANT. Generally, prospects are best in large departments with a higher proportion of supervisory personnel, but competition for the position is quite keen. As with other law enforcement positions, the number of openings within any department depends not only on the number of incumbents who retire, die, or enter other fields, but also on budget factors and legislative actions. At present, as a result of cuts in government spending and financial aid, many police agencies are functioning with fewer personnel and are unable to hire additional officers. As crime rates continue to rise and public demands for greater police protection increase, the need for additional police personnel is obvious. As budget cuts are restored, and supplementary financial aid from local, State, and Federal sources is made available to police agencies there should be a moderate growth in employment opportunities for POLICE SERGEANTS.

Advancement in any police department depends on the size, organization, and personnel practices of the agency. On the whole, however, promotional prospects are usually favorable and are governed by merit or civil service regulations. SERGEANTS are usually eligible for promotion after a specified period, perhaps 1 to 4 years, and those who have developed their skills through experience, train-

ing, and further education can compete for the positions of Police Lieutenant or Detective Lieutenant. Thereafter the steps for those who qualify are POLICE CAPTAIN or other high-command positions known around the country by various titles such as Inspector, Major, Lieutenant Colonel, and Colonel, to name a few.

DOT Title and Code:	POLICE SERGEANT, PRECINCT I	375.133-010
	POLICE SERGEANT, PRECINCT II	375.167-034
	POLICE SERGEANT, RADIO PATROL	375.133-010
	AIRPORT SAFETY AND SECURITY DUTY OFFICER	375.133-010
	DESK SERGEANT	375.137-014
	TRAFFIC SERGEANT	375.137-026
	MOTOR-EQUIPMENT SERGEANT	375.167-018

## Sergeant, Sheriff's Department

### Sergeant Squad leader

SERGEANTS, county SHERIFF'S DEPARTMENT, supervise and coordinate the work of Deputy Sheriffs who patrol assigned districts within their jurisdictions to enforce Federal, State, and local laws, investigate crimes, and maintain the peace. They also supervise activities of Deputy Sheriffs who perform certain duties in county jails and court facilities. The number of personnel and types of activities supervised by Sergeants depends on the size and organization of the sheriff's department as well as its legal jurisdiction. The following description combines some of the typical work activities performed in different sheriffs' departments.

At the start of each work tour, Sergeants assume command of their Deputies, take attendance, and review the duty log to become familiar with police actions that took place on the previous shift. Orders sent down by superior officers are read and Deputies are provided with current information or instructions needed to carry out assignments. Grooming, uniforms, and equipment of Deputies are inspected for conformance to department standards, and assignments made to designated posts based on activities noted in the duty log of the previous shift or on orders of the superior officer. As a rule, Sergeants do not directly supervise Deputies because they are dispersed at various duty posts but do maintain regular radio contact to communicate instructions and orders to Deputies. Periodically, Sergeants tour duty posts of Deputies assigned to county patrol, traffic, jail, or court facilities to insure execution of orders,

adherence to department procedures, or to assist with work related problems. Supervision includes activities of Deputies assigned to plainclothes and undercover operations involving such cases as vice; narcotics and dangerous drugs; fugitives from justice; auto thefts; robberies; burglaries; assaults; missing persons; and homicides. Sergeants evaluate reports of these investigations and determine the priority of each case based on the evidence secured. In addition, Deputies are assisted in securing court orders and with procedures involved with arrests, fingerprinting, and filing of criminal charges.

During emergencies such as civil unrest, riots, hostage situations, or natural disasters, Sergeants help to direct the deployment of squad members and, following orders from superiors, assist in coordinating the actions of teams concerned with sniper suppression, hostage negotiation, special-weapons attack in addition to units involved with search-rescue and first aid. Besides supervision, Sergeants also take part in field operations and perform the basic duties of the Deputy Sheriff: enforcing motor vehicle codes; taking charge at accident scenes and traffic problems; assisting with criminal investigations in their jurisdictions; and apprehending and arresting suspected criminals at the site of incidents or after pursuit, using physical force and firearms if necessary. In addition, they transport or arrange for transport of suspects to headquarters for booking and detention, and testify in court proceedings as witnesses for the prosecuting attorneys.

In addition to supervising patrol, traffic, and criminal investigation activities, some Sergeants have responsibilities involved with the county court system. Supervisory duties extend to Deputies serving civil papers and orders of the county court including summonses, garnishments, property seizures, arrest and show-cause orders. These civil cases are assigned to Deputies for execution of court orders, and courses of action are recommended when problems arise.

In addition, reports are reviewed to determine progress of each case, and to oversee collection, recording, and disposition of legal fees gathered by Deputies. Sergeants may also supervise the activities of Deputies assigned to provide security for county court facilities and jails. They check security measures and oversee the transport of prisoners between courts, jails, and penitentiaries, and may act as extradition officer... escorting wanted persons back across State lines to stand trial.

Disciplinary actions against subordinates who violate department regulations, and participation in department hearings in cases of civilian complaints or official misconduct are added responsibilities of Sergeants. They also keep attendance records and prepare reports about daily work activities, squad efficiency, and personnel evaluations which are then submitted to superior officers. Some Sergeants also assist superiors in preparation of work schedules, and may

serve as training officers instructing subordinates in current police techniques.

SERGEANTS, SHERIFF'S DEPARTMENT, work outdoors in all types of weather when supervising patrol activities; those with assignments at county jails and court facilities spend much of their time indoors. Some Sergeants work in departments located in sparsely settled but large rural areas, while others perform their duties in heavily populated suburban counties. In most sheriff's departments, Sergeants work a 5-day week, with rotating work shifts that include weekends and holidays. They are on call 24 hours a day and during emergencies may be required to work extended hours. This job involves hazardous duty, working under stress, and the possibility of death or physical injury from high-speed pursuits and the apprehension of dangerous suspects. The basic fringe benefits that SERGEANTS receive may include paid vacation, sick leave, and holidays; overtime pay; medical, disability, and life insurance; uniform allowances; and retirement pension.

### Job Requirements

Selection of SERGEANTS, county SHERIFF'S DEPARTMENT, is usually from the ranks of Deputy Sheriffs within the agency. In some agencies, experience as a police officer with another law enforcement unit is acceptable. Basic requirements vary among the counties in different states, but generally include some or all of the following: 3 to 5 years as a Deputy Sheriff within the department, or satisfactory experience as a police officer in another agency; completion of specified college-level courses in law enforcement; and a qualifying score on a State or county civil service examination or local merit board evaluation. In addition, the recommendation of superior officers as well as



demonstrated leadership ability is usually necessary. Candidates must also meet the prescribed physical requirements of the department regarding weight, height, and vision and qualify on a comprehensive medical examination. The job demands a wide range of skills and newly appointed Sergeants are usually given some type of formal supervisory training, in addition to on-the-job instruction. There are, however, wide variations in the length and extent of supervisory training available in the counties throughout the country. Sergeants in large departments usually enter training academies, where programs vary in length from 2 to 8 weeks in total, depending on agency policy. Those in smaller departments without such facilities are sent, where possible, to State or municipal training facilities for supervisory instruction. When training is completed, newly appointed Sergeants are assigned to duty with experienced supervisory personnel as a means of further developing skills. Once able to function independently in the opinion of their superiors, they are given regular work assignments. During this period they are on probation and, upon demonstration of satisfactory performance, are permanently appointed to this position.

### Opportunities

Candidates for the position of SERGEANT, SHERIFF'S DEPARTMENT, are selected from the list of eligibles compiled by the State or county civil service department or local merit board evaluation unit. As openings become available within the agency, candidates are chosen from the list. Sheriff's agencies in this country range from one-officer agencies in rural areas to those in suburban areas with large numbers of personnel. Opportunities for promotion to Sergeant are as varied as the makeup of these agencies and are dependent on a number of factors. Many departments are understaffed and in need of added staff in order to deliver proper police services. In most cases, cutbacks in government spending and reduced funding from supplementary local, State, and Federal sources have ruled out additional hirings. Crime rates, however, continue to increase pointing out the need for additional personnel. As spending cutbacks are restored there should be increases in the staff of sheriffs' departments nationwide, including Sergeants. Advancement in any sheriff's department depends on size, organization, and personnel practices of the agency. Prospects for promotion are usually good for those who have developed their skills through experience, training, and further education. Those who qualify may advance to Detective, Lieutenant, Captain, Chief Deputy, or other promotional positions where available.

DOT Title and Code: DEPUTY SHERIFF, COMMANDER,  
CRIMINAL AND PATROL DIVISION 377.137-014  
DEPUTY SHERIFF, COMMANDER,  
CIVIL DIVISION 377.137-010

## State Police Officer

Highway patrol officer  
State highway patrol officer  
State trooper

STATE POLICE OFFICERS provide police services to the public by patrolling State and interstate highways, turnpikes, and freeways and enforcing motor vehicle and criminal laws. Powers of the State police vary widely among the States. Some forces have full police powers throughout the State, while others are restricted to highway patrol and traffic regulation. Regardless of these variations, the officers perform a vital service in insuring the safety of all citizens. The following are typical work activities of STATE POLICE OFFICERS.

In most cases, State police units are organized into posts or troops within specified geographic areas. Each troop or post is housed in a headquarters building that contains a communications center, barracks, lockup, crime laboratory, pistol range, and motor pool. The workday begins at the headquarters location where STATE POLICE OFFICERS report daily for rollcall, inspection, and duty assignment. The vast majority of these officers use specially equipped patrol cars in performing their assignments, but there are a small number who use motorcycles or fly helicopters or light, fixed-wing aircraft on special duty. When patrolling assigned sectors, STATE POLICE OFFICERS carefully observe conditions, strictly enforce motor vehicle codes and criminal laws, watch for traffic violations, and issue warnings or citations to offenders. Where justified, arrests are made for violations of motor vehicle regulations and safe driving practices, and offenders escorted to headquarters for detention.

Other duties include monitoring traffic to detect vehicles reported as stolen and arresting drivers whose ownership credentials are lacking or questionable. Often, STATE POLICE OFFICERS provide assistance to motorists on the highway, furnish road information and directions to drivers, and may give details about restaurants, lodging, or tourist attractions in the area. At accident scenes, or where vehicles are disabled, STATE POLICE OFFICERS radio for emergency equipment, such as ambulance or towing vehicles, and give first aid to injured parties until help arrives. Further accidents, damage, or injuries are prevented by directing traffic around the accident, using road flares at night, and removing debris and vehicles from the roadway. The causes of each accident are investigated and a detailed written report prepared including information such as the names and addresses of parties involved, scale drawing of the scene, road and weather conditions at the time of accident, description of damage, and estimated speed of vehicle or vehicles involved in the accident. This report is

legal evidence that the officer may be called upon to present in court.

STATE POLICE OFFICERS are also responsible for providing help to victims of fires, floods, or other disasters, and for controlling traffic in such circumstances. In some States, job duties include weighing commercial vehicles, stopping vehicles for spot check of driver's license, and conducting driver-training sessions in public schools. They may also test applicants for driving licenses, inspect motor vehicles for safety, and, on occasion, serve as escort for parades, military convoys, and funeral processions.

In many States, besides being involved with highway activities, STATE POLICE OFFICERS have responsibilities similar to municipal and county police, particularly in areas that do not have local police forces. In such cases these activities include investigation of burglaries, robberies, assaults, domestic disturbances, drug traffic, and liquor violations; taking part in roadblocks to apprehend suspects or escaped criminals; and helping city and county police agencies in cases of riot or civil disturbance. They seize and arrest lawbreakers using physical force and/or firearms when the situation warrants, patrol business and residential areas, and check security of buildings in the district. Some STATE POLICE OFFICERS are given special training and serve as radio dispatchers, instructors at police academies, pilots of police aircraft; or they work with canine and mounted units or are assigned to protect governors and legislators. ALL STATE POLICE OFFICERS are required to prepare written reports of their work activities, maintain accurate police records, and may be called upon to testify in court proceedings.

At present, every State with the exception of Hawaii, has a State police force. The largest of these is the 5,000 officer force in California, while the smallest is the 100 member unit in North Dakota.

The conditions under which STATE POLICE OFFICERS work vary according to assignment. For the most part, they work outdoors in all types of weather while patrolling highways and roads in their sectors. Officers work alone or with a partner and do not receive direct supervision because of the nature of their duties. They do, however, stay in constant touch with their communications centers to report to superior officers and receive new or revised orders. Since the State Police operate around the clock, officers are subject to rotating shifts usually consisting of a 5-day, 40-hour workweek, including weekends and holidays. In addition, they are on call at all times and may work for extended periods during emergencies. Certain aspects of this work are dangerous. STATE POLICE OFFICERS risk serious injury or death from high speed pursuits and the apprehension of criminals who may be armed and dangerous.

Fringe benefits that STATE POLICE OFFICERS receive usually include paid vacation, sick leave, and holidays; overtime pay; life, medical, and disability insurance; uni-

form allowances; tuition-refund program; and retirement pension.

### Job Requirements

Candidates for the position of STATE POLICE OFFICER are selected according to civil service regulations that vary from State to State. Generally, applicants must be U.S. citizens between the ages of 21 and 29 at the time of appointment; service in the military may be deducted from the candidate's chronological age in meeting this requirement. As a rule, most State police agencies demand completion of high school or its equivalent, but persons with college training have a distinct advantage. Secondary and postsecondary courses considered useful in preparing for this work include government, English, psychology, geography, American history, physics, chemistry, and foreign languages. It is necessary to receive a passing mark on a written civil service examination as well as a qualifying rating on an interview conducted by a police board of examiners. The board evaluates candidates for such factors as verbal communication skills, tact, physical appearance, and the ability to exercise sound judgment. Each applicant must pass a comprehensive medical examination, and some State police agencies require candidates to undergo psychological and psychiatric testing to determine emotional stability and suitability for this work. In addition to meeting the physical requirements—including standards of height, weight, and vision—applicants are given performance tests designed to measure strength, agility, and stamina. A thorough background investigation is also made to determine general character, honesty, past history, and overall suitability for the job. Finally, possession of a valid driver's license is necessary prior to employment by the State police agency.

Candidates meeting all basic requirements of the State police agency enter training school on a probationary basis. They must complete an intensive training program of approximately 12 to 16 weeks. Instruction is given in a variety of subjects such as criminal law; State motor vehicle codes; laws of evidence, arrest, search, and seizure; methods of patrol, surveillance, and communications; arrest, search, and seizure procedures; accident prevention and traffic control; crime prevention and criminal investigation methods; police ethics; pursuit and defensive driving; armed and unarmed defense tactics; use of various types of firearms; physical conditioning; safety education; first aid; community relations; photography; written and oral communications; and agency rules and regulations. Candidates who successfully conclude this training are assigned to duty on a probationary basis for a period ranging from 6 months to 1 year or longer, depending on State police policy. They work with experienced troopers until they are skilled enough to function independently, and receive permanent employment status after completing probationary period.



law enforcement career. They work as civilian employees performing nonenforcement duties but also receive instruction in the various facets of police work. Some of these cadets attend colleges offering programs in law enforcement and criminal justice as preparation for a police career. Cadets who successfully complete this program may receive an appointment as STATE POLICE OFFICER upon reaching the age of 21.

DOT Title and Code: STATE-HIGHWAY POLICE OFFICER  
375.263-018

### State Police Sergeant

Highway patrol sergeant  
State highway patrol sergeant

STATE POLICE SERGEANTS supervise and coordinate the work of State Police Officers who patrol State and interstate highways, turnpikes, and freeways to enforce motor vehicle codes and criminal laws. Each working day they report to troop or post headquarters where they take command of their designated group of officers at the start of a work shift. At this point Sergeants usually take rollcall, prepare attendance records, and inspect each officer's appearance, uniform, and equipment for adherence to agency regulations. In addition, they inform their officers of new orders handed down by superiors, and provide special instructions and pertinent information needed to carry out assignments properly. Next they assign officers to their posts, most of which involve use of specially equipped patrol cars but in some cases require motorcycles, helicopters, or light, fixed-wing aircraft. Because of the nature of patrol activities, STATE POLICE SERGEANTS cannot directly supervise the officers under their command. They do, however, maintain radio contact with each officer and periodically drive through the various sectors to observe and evaluate individual work performance. Sergeants issue instructions to patrol personnel directly or by radio and assist them when the situation warrants. For example, during fires, floods, serious accidents, or other disasters they direct the activities of officers on the scene and initially assume overall responsibility in such circumstances. In addition, they sometimes supervise activities of officers assigned to escort duty in parades, military convoys, funeral processions, and public gatherings.

Besides supervisory responsibilities, STATE POLICE SERGEANTS perform the basic duties of the STATE POLICE OFFICER. They enforce motor vehicle codes, provide assistance to motorists, and take charge at accident scenes. They assist in investigation of various crimes within their jurisdiction, participate in roadblocks to capture suspected criminals, and work with city and county police agencies in

### Opportunities

Candidates who meet all of the entry requirements of the State police agency are placed on a certified civil service list of eligibles and are selected from this list as vacancies occur. The annual number of openings for this work varies within each State and is dependent on such factors as budget limitations and legislative actions. Generally, the outlook for persons considering this career is favorable. This estimate is based on such factors as the continuing growth of our country's highway networks; an expanded and more mobile population; ever-increasing use of motor vehicles for transportation and leisure-time activities; and a rising crime rate. Opportunities for employment may also occur as the result of increased responsibilities delegated to State police agencies across the Nation.

Advancement opportunities in State police agencies are based on merit, and promotional examinations are scheduled periodically. All qualified personnel can compete for promotional opportunities and the first level of advancement is to Sergeant. Thereafter qualified officers may advance through experience and education to the positions of First Sergeant, Lieutenant, Captain, Major, Inspector, Deputy Superintendent, and Superintendent.

Some State police agencies have cadet programs for high school graduates under the age of 21 who are interested in a

cases of riot or civil disturbance. Sergeants apprehend and arrest suspects at the site of incidents or after pursuit, using physical force or firearms if necessary. They transport or arrange for transport of suspects to troop or post headquarters for booking and detention before a court hearing. They also testify in court proceedings to provide evidence for use during subsequent trials of suspects. Sergeants review the daily written reports, submitted by State Police Officers under their command, for content and accuracy, and forward a combined report of activities occurring during the work shift to superiors for evaluation. In certain cases, Sergeants are required to take disciplinary action against officers who violate agency rules and regulations. While the vast majority of the work performed by STATE POLICE SERGEANTS deals with patrol activities, some of them supervise State Police Officers specially trained in other areas. These include such activities as data processing; laboratory services; communications and radio dispatching; piloting police aircraft; instructing in police training academies; and working with canine, mounted, or marine units.

The conditions under which STATE POLICE SERGEANTS work vary with the type of duty to which they are assigned. Those who are involved with data processing, laboratory, or communications activities, for example, work indoors in well-lighted and ventilated surroundings. In most cases, however, they engage in patrol activities and are required to work outdoors, in all kinds of weather conditions. Sergeants are usually required to work weekends, holidays, as well as rotating shifts, sometimes in excess of 40 hours a week. They are on call 24 hours a day and during emergencies may work for an extended period of time. This job involves hazardous duty, working under stress, and the possibility of physical injury or death from high-speed pursuits and apprehension of suspected criminals. STATE POLICE SERGEANTS receive fringe benefits that usually include such items as paid vacation, sick leave, and holidays; overtime pay; medical, disability, and life insurance; uniform allowances; tuition-refund program; and retirement pension.

### Job Requirements

STATE POLICE SERGEANTS are selected from the ranks of STATE POLICE OFFICERS who meet the basic requirements of the agency. These requirements vary among State police agencies but generally include the following: 3 to 5 years as a State Police Officer; completion of specified college level courses related to law enforcement; and a qualifying grade on a written, competitive, civil service examination. In addition, candidates for this position must display leadership potential and be recommended for promotion by their superiors. Because this job involves complex tasks and requires a wide range of skills, newly appointed Sergeants usually receive formal supervisory training in their State academies. The length of training

depends on the policy of the respective State police agencies and may range anywhere from 4 to 12 weeks. After successful completion of training, newly appointed Sergeants work with experienced supervisory personnel until they develop the skills needed to function on an independent basis. If performance is satisfactory during this probationary period, Sergeants receive a permanent appointment.

### Opportunities

Candidates for the position of STATE POLICE SERGEANT are selected from the certified civil service list of eligibles who meet the basic entrance requirements of the State police agency. Prospective candidates are chosen from this list as vacancies occur within the respective agencies. The number of openings available for this job can be expected to vary annually according to agency needs, budget considerations, and legislative actions. Generally, however, the projected outlook for careers with State police agencies is positive. This is based on such factors as the continued growth of our country's highway networks; an expanded and more mobile population; the increasing use of motor vehicles for transportation and leisure-time activities; and a rising crime rate. Prospects for advancement in this work are generally favorable. Promotions are based on satisfactory work performance; ability to handle complex tasks; advanced education; supervisory recommendation; and success on civil service examinations. Qualified STATE POLICE SERGEANTS may advance to the position of Lieutenant after meeting the basic requirement of the agency.

DOT Title and Code: COMMANDING OFFICER,  
MOTORIZED SQUAD 375.163-010

### SUPPORTIVE SERVICES

#### Criminalist

Crime laboratory analyst  
Laboratory analyst  
Police chemist

CRIMINALISTS apply principles of chemistry, physics, biology, mechanics, and other sciences to analyze, identify, and classify chemical and physical substances, materials, objects, and other physical evidence submitted for analysis

during the course of criminal investigations. The primary purpose of the activity is to uncover leads or establish connections between the evidence and suspects in a case and to insure the timely return of relevant findings to criminal investigators. Routine and complex physical and chemical tests and microscopic examinations must be performed on various materials, such as skin, blood, hair, paint, glass, dirt, poisons, fabric, narcotics, gases, debris, printed matter, paper and ink. This process involves the use of different kinds of recording, measuring, and testing instruments, and of microscopes; infrared, ultraviolet, and X-ray spectrometers; and of the uses of spectrography, chromatography, and microphotography.

Their responsibilities may involve comparison and identification of photographs or plaster or moulage casts of impressions and marks left by tires, shoes, instruments, and other objects. In addition, unknown substances are analyzed to identify or uncover new drugs of organic or synthetic origin, and laboratory findings interpreted regarding alcohol, drugs, poisons, and other compounds present in living or dead bodies of persons involved. At times it is necessary to go to crime scenes to search for, collect, photograph, and preserve evidence, particularly where it is delicate or perishable and requires a special brand of expertise. Some CRIMINALISTS examine and classify firearms, bullets, shells, explosives, and other weaponry; they work closely with experts in other fields, such as fingerprinting, ballistics, documents, handwriting, metallurgy, electronics, biochemistry, and medicine.

When the various tests and analyses of evidence are completed, investigating officers are advised of the findings, and the reports or presentations of findings, methods, and techniques supporting their conclusions are prepared for use in court proceedings. Giving testimony in criminal trials as expert witnesses, presenting evidence of laboratory findings and explanations of the scientific techniques used is also part of the job.

Often CRIMINALISTS engage in research to keep pace with current innovations and develop new procedures, techniques, and equipment that help to solve the varied problems encountered in this field. In addition, they devise new methods of improving the effectiveness of crime laboratory operations as a supplement to police investigative efforts. Lastly, CRIMINALISTS may supervise the work of subordinate crime laboratory personnel and train them in laboratory methods, techniques, and policies, including complex analysis techniques and the use of specialized equipment.

CRIMINALISTS are primarily employed in laboratories under the direction of local, county, and State police agencies. They also are employed by the Federal Bureau of Investigation (FBI) at its world renowned laboratory in Washington, D.C., where free services are provided to law enforcement agencies requesting assistance with criminal investigations requiring highly technical, time-consuming,

or unique analyses. Most CRIMINALISTS have a standard 5-day work schedule. However, it may be necessary to work shifts, weekends, and overtime in agencies with round-the-clock operations, and may involve travel to crime scenes or other sites as part of the investigation process. For the most part, they work indoors in suitably lighted and ventilated laboratory facilities, and sit or stand for extended periods while performing their duties. During the conduct of tests or the examination of crime scenes, CRIMINALISTS are exposed, in varying degrees, to the hazards of chemical burns or irritants, as well as unpleasant sights, odors, fumes, dusts, mists, and gases. Fringe benefits received vary according to the personnel practices of the employing agency but usually include all or some of the following: vacation, holiday, and sick leave; life, hospitalization, and disability insurance; overtime pay; and retirement benefits.

### Job Requirements

The basic educational requirement for entry into this field is a Bachelor of Science degree (B.S.) in criminalistics, chemistry, physics, biology, or other allied science. In addition, many agencies prefer applicants with at least 1 year of practical laboratory experience. This experience requirement may be waived for persons with graduate credits or an appropriate master's degree. In most law enforcement agencies, CRIMINALISTS are civilian personnel because most sworn police personnel have limited experience in physical, biological, or laboratory sciences. There are, however, numerous police laboratories staffed by sworn officers who, through experience, training, and further education, have developed expertise in various phases of criminalistics. As a rule, candidates must be U.S. citizens and qualify on a civil service or agency examination. In addition, they must pass a qualifying medical examination and background investigation conducted by the hiring agency. Those who qualify and are hired, usually enter a probationary training period during which on-the-job instruction is supplemented by formal classroom instruction. Length of training varies according to agency policy and may last 1 year or more. After successful completion of the training and probationary period, permanent employment status is gained. Throughout their careers, CRIMINALISTS are involved with continuing education and attend courses, seminars, and symposiums dealing with the latest developments in this field.

### Opportunities

The expanded role of the crime laboratory in criminal investigations makes for a favorable employment outlook for qualified candidates. The best opportunities, most probably, will be found in law enforcement agencies with

modern laboratory facilities and sizable numbers of technical staff.

Advancement depends primarily on continuing education and level of skill and may involve a competitive promotional examination, either written or oral. Specific opportunities for promotion depend on the size and organization of the laboratory facility and the personnel practices of the employing agency. CRIMINALISTS usually advance to higher level positions within their titles or, if qualified, may compete for supervisory or managerial jobs.

DOT Title and Code: CRIMINALIST

029.281-010

## Criminologist

CRIMINOLOGISTS are specialists who deal with all aspects of crime in an attempt to understand it and help to prevent criminal acts. Criminology, the study of criminal behavior and the justice system, focuses on specific areas, such as the nature, causes, and prevention of crime and criminal behavior; juvenile delinquency; types of punishment; methods of adjustment and rehabilitation of criminal offenders, such as pardon, parole, and probation; community prevention-and-treatment programs; juvenile courts; and institutions such as prisons, jails, halfway houses, and juvenile institutions. As such they study crime from police, judiciary, and correctional standpoints.

In their efforts to determine the root causes of crime and develop ways of preventing, controlling, and treating criminal behavior, CRIMINOLOGISTS seek answers to questions such as:

- What elements of community life increase or restrain criminal behavior?
- Why and how does the criminal personality evolve and is it the family unit or peer groups that play a dominant part in its development?
- Why does one individual become a criminal, while another with a similar background does not?
- Do some of the methods used by criminal justice agencies produce objectionable effects that may lead individuals into other criminal activities?

In attempting to solve the problems posed by such questions, CRIMINOLOGISTS usually concentrate their research efforts in one or more of the following subject areas: lawmaking, lawbreaking, and corrections. This requires a basic knowledge of all of the behavioral and social sciences, natural sciences, and the various systems and controls common to law and religion. As such, criminology brings together the various branches of knowledge that deal with the orderly functioning of society and the mental and emotional health of the individual.

Generally the theory and practice of criminology in the field of criminal justice can be categorized by the following models suggested by the President's Commission on Law Enforcement and Administration of Justice:<sup>1</sup>

1. Regulatory model: Sees the goals of corrections primarily as control - detection of crime, apprehension, trial, and punishment.

2. Patient model: Sees offenders as emotionally maladjusted and in need of individual therapy.

3. Sociogenic Model: Considers sociological factors, such as social and individual disorganization, cultural conflict, cultural lag, and social alienation as complicated variables in crime and criminal behavior. An important aspect of this approach is that some crimes and forms of delinquency are systems of failure in the community, particularly where offenders have been deprived of the bases of law-abiding conduct, namely educational and vocational training and employment opportunities. In practice, a combination of these approaches is necessary to understand, control, and treat crime.

In dealing with criminal behavior and the criminal justice system, CRIMINOLOGISTS employ specialized techniques and scientific methods, such as case studies, statistics, and systems analysis. Case studies involve close examination of individual criminal careers through interviews with subjects, relatives, and associates and evaluations of family and developmental histories and criminal records. These provide investigators with important data regarding the factors contributing to criminal behavior. CRIMINOLOGISTS often use official crime statistics from which the nature and extent of crimes reported can be estimated. The Uniform Crime Reports published annually by the FBI, for example, contain information from criminal justice agencies throughout the country about crimes reported, arrests made, and convictions obtained. Although statistics of this type have limitations because of the lack of uniform reporting requirements in the various States, they do represent the best and most useful crime information available on a countrywide scale.

To supplement statistics that do not always give a complete picture of criminal activities, CRIMINOLOGISTS use control groups to compare criminals with noncriminals in order to determine some of the causes of criminal behavior. Studies of prison populations and teenage gangs are examples of this technique. CRIMINOLOGISTS using systems analysis techniques look at this criminal justice system as a whole, and follow the entry of persons into the system, and follow their progress through the various segments. In this way, difficulties of various kinds are pinpointed, and means are found to eliminate serious problems that interfere with the normal functioning of the criminal justice system.

In the area of lawmaking, CRIMINOLOGISTS study and research the relationships between criminal laws and the social order in the cause of crime and the behavior of

criminals. Morality and the customs of society which form the basis for criminal law are examined, and although full training in the law is not needed, a broad understanding of legal issues and procedures is required. It is important to be able to distinguish criminal acts from those that are morally wrong yet not punishable under existing laws, and to be aware of how motive and intent are deciding factors in whether or not an act is criminal. Examining crime from a strictly legal viewpoint, however, does not lead to a complete understanding of crime or the conditions that create criminal behavior. Factors such as these are uncovered through research into the second area of study, that is, lawbreaking.

In their studies of lawbreaking, CRIMINOLOGISTS seek to find the root causes of crime, and in this field there are a number of theories on the subject. Some experts feel that criminal behavior stems from early emotional illness or the lack of a cohesive, well-adjusted family unit. Others feel it is the result of environment and that crime is learned by early association with criminals. Still others feel that crime results from social problems caused by the rapid changes in modern life and from cultural customs that conflict with expected behavior in society. This leads to the last subject area, namely, corrections.

In their studies of corrections, CRIMINOLOGISTS specialize in research on punishment, control, and prevention of crime, as well as management of penal institutions and rehabilitation of criminal offenders. Punishment has traditionally been man's response to criminal acts. The basic goals of corrections are punishment, rehabilitation, and deterrence as a means of achieving the overall goal of protecting the public. Although there are differing theories on how best to meet the problems of crime, most experts agree that protecting society and rehabilitating criminals to return them to the community as law-abiding citizens are major objectives.

CRIMINOLOGISTS are employed in a variety of work settings. Some take posts in social and criminal justice agencies where they work as administrators, planners, and project directors dealing with the problems of crime and seeking practical solutions. Many others work in the academic community of colleges and universities as full professors, assistants, and instructors where they conduct research and instruct social scientists, police officers, and students in law and other disciplines. Others, with established reputations in criminology, work as consultants. The conditions under which CRIMINOLOGISTS work and the fringe benefits they receive vary from employer to employer. Those involved in administration, planning, and project direction may travel frequently and work long, irregular hours depending on responsibilities. Others who work in colleges and universities usually have shorter work schedules but must devote considerable time to writing and research projects.

### Job Requirements

Persons considering this field must possess a basic interest in human society, social behavior, and people, both as individuals and as members of groups. They should be inquisitive, determined, and enjoy spending considerable time in study and research, not only in criminology, but in related fields that contribute to competency in this profession.

Educational preparation for this career is substantial and involves completion of studies at the master's and doctorate levels. High school students can prepare for this work by enrolling in an academic program of study, including such subjects as English, foreign languages, communications, social, biological, and physical sciences, and mathematics. Care should be taken to select high school courses that meet college entrance requirements. College preparation for graduate studies often includes a major in sociology. Undergraduate programs in sociology include a variety of courses, such as sociological theory; statistics and quantitative methods; dynamics of social interaction; sex roles, population; social control; small-group analysis; formal and complex organizations; and the sociology of religion, law, and the arts, war, and politics.

Another method of preparing for graduate studies is enrollment in one of the rapidly growing college programs in criminal justice. The curriculum in criminal justice programs includes subjects such as criminal and civil law; relationships among criminal justice agencies; courtroom procedures; criminal and civil legal procedures; legal issues and trends in criminal justice; community studies; contemporary social problems; human relations and group processes; juvenile delinquency; police science and administration; statistics; computer technology; and systems analysis. Other majors providing a firm basis for graduate studies in criminology include law, psychology, and political science. Graduate studies generally involve 2 years of study beyond the bachelor's level. A master's degree is considered the minimum educational standard for entering this field. To qualify as professors or for top-level positions in research, individuals must complete doctoral studies of an additional 3 years or more beyond the master's level.

### Opportunities

Employment prospects for entry into this field are expected to be favorable for qualified individuals. Increased opportunities should result both from the actions of Federal, State, and local governments concerned with growing crime rates and from the introduction of new programs aimed at the effective organization and administration of the various segments of the criminal justice system—police, courts, and corrections. In addition, more CRIMINOLOGISTS should be needed in the academic community because of the continued trend to higher education for law enforcement

personnel. Entrants with master's degrees and teaching credentials may begin as instructors or researchers in colleges or universities. Those with doctoral degrees may qualify for top-level research or professional positions in colleges or universities or as administrators with Federal, State, and local criminal justice agencies or programs. Promotional opportunities vary with the place of employment but are generally based on individual initiative, development of expertise in this field, and continuing education.

DOT Title and Code: CRIMINOLOGIST 054.067-014

<sup>1</sup> Task Force Report: Corrections (Washington: The President's Commission on Law Enforcement and Administration of Justice, 1967), p. 7.

## Evidence Technician

### Police officer-technician

Success or failure of a criminal prosecution is often determined by the ability of police personnel to gather, preserve, and use evidence recovered during an investigation. While police officers receive instruction in evidence identification and collection during basic training, most do not have the expertise needed to gather the numerous kinds of evidence encountered during police investigations. As a result, many police agencies employ EVIDENCE TECHNICIANS, specially trained officers or civilians who are important members of the crime laboratory team. In small departments EVIDENCE TECHNICIANS function on a part-time basis, performing regular police duties as well, and are dispatched to crime scenes when the need arises. In many large departments, however, they are employed full time and may cruise assigned areas in radio-equipped, mobile evidence vans. These vehicles can respond immediately to any location and have the equipment needed to handle any type of major crime. They can provide illumination for crime scenes and have facilities for preserving various kinds of evidence. Mobile vans are not fully equipped laboratories, and most evidence is transported to regular facilities for examination and analysis. Many vans, however, are equipped to handle routine field analyses, such as breath-alcohol tests and positive-negative narcotic examinations. Whether they work part time or full time, EVIDENCE TECHNICIANS are responsible for providing criminal identification information to law enforcement officers and prosecuting agencies.

When EVIDENCE TECHNICIANS are dispatched by police radio to the scene of a crime they bring along a variety of materials, tools, equipment, and work aids needed to locate, identify, and collect evidence. Among

these are photography equipment; plaster and plastic for making casts; fingerprint equipment, including chemicals, powders, brushes, slides, and special lifting tape used to reveal latent fingerprints; a portable vacuum cleaner used to collect hair or fibers; rope, tape measures, and rules; scissors, knives, magnifying glasses, and evidence bags and containers. At the scene, information about the case is obtained from Police Officers or Detectives and an examination of the area is begun. At times, technicians rope off the scene to prevent accidental destruction or removal of evidence, and use high-powered lamps to illuminate the area. The crime scene is photographed from various angles to record permanently physical conditions and perishable evidence. In addition, measurements are taken of the area, of objects found at the scene, and of distances involved for subsequent use by police artists who prepare the scene diagrams.

An important part of this work involves fingerprints. EVIDENCE TECHNICIANS search the area for fingerprints and use chemicals and powders to locate and reveal latent (present but not visible) prints. Photographs are then made to record their specific location at the scene, and prints are lifted from the site by using special sensitized tape. In addition to fingerprints, Technicians search for imprints, such as tire impressions, footprints, or other markings and prepare plaster and moulage casts to lift the impressions and obtain a permanent record of evidence. In some cases, the scene is vacuumed to collect evidence such as hair and cloth fibers, dirt, glass, and paint chips that may connect suspects to a case; these items are readied for analysis by the laboratory staff. In cases where blood traces are detected, articles bearing blood stains are removed, samples of fresh blood collected, and samples of dried blood are taken for further laboratory testing. In addition, Technicians search for and collect other types of evidence such as deadly instruments, knives, firearms, spent bullets and casings, and narcotics. These are then placed in evidence bags and labeled for use in the investigation process.

In cases of homicide, they record the physical description of each victim and take photographs and fingerprints for purposes of identification. Some EVIDENCE TECHNICIANS fingerprint suspects and other persons at or near the crime scene so that comparisons can be made with prints found at the site; they develop and enlarge photographs of evidence for use by investigating officers, laboratory personnel, prosecuting attorneys, and staff of the medical examiner's office. Technicians with specialized training, analyze, classify, and place fingerprints in specific groupings, according to the universally recognized Henry Classification System. Some also use special equipment to prepare montages (composite pictures combining various facial characteristics) of suspects based on information supplied by witnesses and victims. These composites are then distributed to police personnel as an aid in locating and apprehending suspects.

Qualified EVIDENCE TECHNICIANS may also be called upon as expert witnesses during criminal court proceedings. Maintaining records of cases in which they participate as well as preparing activity and productivity reports for review by supervisors are also part of their job.

EVIDENCE TECHNICIANS are employed by local, county, and State law-enforcement agencies and are usually sworn Police Officers, but in many localities, EVIDENCE TECHNICIANS are qualified civilian personnel who are part of the laboratory staff of the coroner or medical examiner. Because the need for their services can occur at any time, EVIDENCE TECHNICIANS often have rotating shifts, including holidays and weekends, and are required to travel to crime scenes or other sites for investigations.

At times they are exposed to unpleasant sights and conditions resulting from criminal acts. They perform their work in all kinds of weather. Technicians, who are sworn Police Officers and perform enforcement duties as well, are also subject to the hazards of physical injury or death when carrying out regular police assignments.

### Job Requirements

In departments that use sworn personnel as EVIDENCE TECHNICIANS, candidates for the job usually must have at least 2 years of satisfactory experience as a Police Officer and, in some departments, must have a designated number of college credits in police science or the physical sciences. Civilian technicians must meet similar educational standards, have relevant work experience in criminal identification work, and may be required to pass an agency or civil service test plus a medical examination and background investigation. This job is exacting, so ability to pay close attention to detail and to be patient and methodical in one's work are necessary characteristics.

Newly hired EVIDENCE TECHNICIANS usually undergo formalized training in evidence-gathering techniques. Length of training varies among different agencies and may range from a 4- to 6-week in-house course to a 12-week session at the FBI's Bureau of Identification in Washington, D.C. Most programs of study consist of classroom work supplemented by simulated field work. The subjects covered include police photography; fingerprint collection, preparation, classification, and use; drug identification; field testing for alcohol or drug abuse; protection/analysis of crime scenes; capabilities of crime laboratories; handling of evidence; trace evidence; cast techniques; robbery and breaking and entering; homicide; firearms; preparation of clear, concise reports; and laws of evidence. After successful completion of training, EVIDENCE TECHNICIANS apply their knowledges in actual field work under the supervision of a supervisory officer or technician.

### Opportunities

Prospects for entry into this work are expected to be favorable as greater numbers of law enforcement agencies

introduce or expand the use of EVIDENCE TECHNICIANS in daily operations. Continued increases in crime rates may also contribute to greater demand for these technicians. Advancement depends on the size, organization, and personnel practices of the employing agency. Generally, however, it is based on knowledge and skill levels, and may involve a promotional examination, either written or oral. Depending on agency policy, EVIDENCE TECHNICIANS may advance to higher level positions within their title or, if qualified, may move into supervisory positions.

DOT Title and Code:	IDENTIFICATION OFFICER	377.264-010
	POLICE OFFICER, IDENTIFICATION AND RECORDS	375.384-010

## Fingerprint Technician

Fingerprint classifier  
Fingerprint examiner  
Fingerprint specialist

There are any number of ways in which an individual can change identity or physical appearance. Among these are such methods as plastic surgery; hair transplants; growing a beard; major changes in body weight; use of hair dyes; or assuming another identity in a different geographic area. Fingerprints, however, which are the skin ridge patterns of the fingers, remain physical characteristics that cannot be altered, imitated, or removed permanently. FINGERPRINT TECHNICIANS are important members of the law enforcement team responsible for collecting, classifying, comparing, and identifying fingerprint impressions for a number of useful purposes. They can disclose a prior criminal record or indicate whether an individual is being sought by other law enforcement agencies. They can be used to check personal histories for security or employment purposes, or to identify missing persons or amnesia victims.

What exactly are fingerprints? Simply stated, they are patterns made by the skin ridges on the inner surfaces of the fingers. These ridges consist of skin pores that release body perspiration. When a person touches an object this ridge pattern is transferred to the object and is identical with the finger pattern.

As a rule, most law enforcement agencies record the fingerprints of persons arrested in connection with a case. In large agencies, the FINGERPRINT TECHNICIAN carries out this task, but in smaller agencies this may be done by other qualified law enforcement personnel. Fingerprinting is carried out as follows. First a fingerprint card is placed in a holder and foreign matter is wiped from the person's fingers as well as the inking plate. Next a film of ink is placed on the inking plate and the person's thumb and

fingers of each hand are inked, and each finger rolled across the space provided on the fingerprint record card. Then the Technician makes an impression of four fingers of the right and left hand, as well as both thumbs. These can be used to check the sequence and accuracy of individual fingerprints. Finally, the Technician obtains the individual's signature on the fingerprint card, and notes information such as height, weight, age, sex, eye and hair color, distinguishing marks, and occupation. In some law enforcement agencies, FINGERPRINT TECHNICIANS are sent to crime scenes to locate and record latent (prints undetected by the naked eye) fingerprints. They locate latent prints by brushing on adhesive powders, or using sprays or iodine fumes that contrast with the surface on which they are placed and reveal the fingerprints. The fingerprints are then lifted by means of special flexible tape and photographed. Obtaining fingerprints, no matter how simple or difficult, represents just one aspect of this work. The technician must also analyze and classify the prints and establish a connection, if any, between them and those on file.

FINGERPRINT TECHNICIANS classify prints initially according to three main groups into which all fingerprint patterns fall. These main groups are known as the arch, the loop, and the whirl, and under each of these are subgroups that further define the print characteristics. After identifying the main group, the technician uses special number and letter formulas to arrive at an exact subgrouping. The fingerprints are then assigned a final classification formula prior to filing. The identification of fingerprints by FINGERPRINT TECHNICIANS is often a long, tedious task. They may make hundreds or perhaps thousands of comparisons with fingerprints on file before finding or not finding a match. When fingerprints are not identified they are added to the agency's files and copies are usually sent to the State criminal identification bureau and the Federal Bureau of Investigation. The difficulty of identifying fingerprints is directly related to the size of the law enforcement organization. In small agencies, files may be limited in size and may not have any type of automated system. Other agencies at the Federal or State level, or in large urban areas, may have complex computerized filing and retrieval systems that reduce much of the search activities carried out by the technicians. The FBI, for example, has more than 200 million fingerprints in two general files. One is a 10-finger file and the other a notorious criminal file that makes possible the identification of single fingerprints. In answer to requests from other law enforcement agencies, the FBI provides them with duplicates of prints in their files as well as other identifying information.

FINGERPRINT TECHNICIANS are employed by local and state law enforcement agencies throughout the United States, and by the Federal Bureau of Investigation at its headquarters in Washington, D.C. Criminal identification units generally operate around the clock and Technicians usually work a 5-day, 40-hour week. Technicians often

work weekends, have rotating shifts, and may be required to travel to crime scenes or other sites for investigations. For the most part, FINGERPRINT TECHNICIANS work in well-lighted and ventilated offices and stand or sit for extended periods at files. Some of the equipment and work aids used by Technicians includes microscopes, magnifying devices, data-processing units, and photographic equipment. Fringe benefits for most FINGERPRINT TECHNICIANS include paid vacation and sick leave; holiday pay; overtime pay; group hospitalization and life insurance; and retirement benefits.

### Job Requirements

The basic educational requirement for entry into this type of work is a high school diploma, preferably from an academic program of study. High school courses in mathematics, chemistry, physics, English, photography, and typing and filing are desirable in preparing for a career in this work. An increasing number of State and local agencies require completion of a 2-year college course in police science from an accredited college or 1 year of experience in the technical aspects of fingerprint work. In most cases, applicants at the State and local level must also qualify on a civil service examination. Persons applying for positions with the FBI, the largest single employer of FINGERPRINT TECHNICIANS, must be high school graduates and receive a qualifying score on a written test administered by the Bureau. Persons who qualify are initially appointed to clerical positions and as vacancies for technicians occur are then selected for fingerprint training. The program combines classroom and on-the-job training and lasts about 90 days.

The work of the FINGERPRINT TECHNICIAN is exacting and persons considering this career should be patient, methodical, and able to pay close attention to detail. They must also be able to stand or sit for long periods, depending on the work setting, and have normal vision, corrected or uncorrected. Although much of this work is performed alone, FINGERPRINT TECHNICIANS must relate well to others and have good oral and written communication skills. A candidate must be a U.S. citizen and pass a qualifying physical examination and background investigation conducted by the hiring agency. In most cases, newly hired technicians are placed on probation for periods that vary from 6 months to 1 year, depending on the agency. After successful completion of the probationary period, they are given permanent employment status.

### Opportunities

The employment outlook for FINGERPRINT TECHNICIANS is generally favorable. Population expansion and rising crime rates are expected to increase the number of fingerprints added to the files of local, State, and Federal identification bureaus. This should increase the need for

skilled Technicians and may result in the establishment of new or expanded identification bureaus.

Advancement in this work is based primarily on knowledge and skill levels and may also involve a promotional examination, either written or oral. Depending on the agency for which they work, Technicians may advance to higher levels within their title or, if qualified, may move into supervisory or managerial positions.

DOT Title and Code: FINGERPRINT CLASSIFIER 375.387-010

## Police Aide

**Police attendant**  
**Police cadet**  
**Police clerk**

In many law enforcement agencies throughout the United States, POLICE AIDES perform a variety of essential work assignments that do not require the skills of sworn personnel. As a result, Police Officers are free to perform the regular enforcement duties that have a direct effect on crime reduction in their communities. The specific duties and responsibilities of POLICE AIDES as well as the titles by which they are known vary somewhat depending on the size, locale, and organization of the employing agency. As a rule, they engage in such activities as clerical work, communications, station security, prisoner detention, parking enforcement, or traffic control. The following descriptions of duties is a cross section of typical assignments performed by these men and women.

Many POLICE AIDES have clerical duties in various units by police departments, such as personnel, property, and recordkeeping units. They take shorthand, type forms and reports of various kinds, and help to maintain logs of police activities. They also index, distribute, and file copies of documents containing such information as crimes reported and persons arrested, number and location of traffic accidents, traffic citations issued, property inventories, calls for police services, and hours expended by police personnel.

Some POLICE AIDES operate teletypewriters and computer terminals to receive, input, and retrieve police information. They take written reports prepared by Police Officers and enter specific data, such as address, charges involved, name of arresting officer, and disposition of case, for storage in the departmental information system. An important part of this job involves the quick and accurate retrieval of data from this information system. When Police Officers request information about a suspect such as prior arrest record, or outstanding warrants, specially coded data is typed into a teletypewriter or computer terminal. The result of the search is contained in a printout or shown on a CRT screen (cathode-ray tube) and is dispatched to the

requesting officer. In agencies which do not have computerized or automated recordkeeping systems, this task is manually performed. Some POLICE AIDES operate radio and telephone communications equipment and respond to radio dispatched calls from police patrol units. Using headphones or microphones they speak with patrol personnel and record information requested by officers on patrol, such as license and car registration checks, stolen vehicle identification, and fugitives wanted for questioning or for the commission of crimes. Next, the request is entered into the information system using a teletypewriter or computer terminal. When the information is received, either in printout form or on a video-display screen (cathode-ray tube), it is relayed to the requesting officer over the radio communications system.

Some AIDES perform a variety of duties dealing with the booking and detention of suspects. Arrest cards are prepared by recording each suspect's name, address, nature of the criminal charge, and name of the arresting officer. Working under the direction of a Police Officer, POLICE AIDES, often wearing special uniforms, use rollers and ink pads to record each suspect's fingerprints on a fingerprint-record card, photograph the suspect, and develop proofs for inclusion in the suspect's arrest file. In addition, they may also search suspects, issue receipts itemizing personal property confiscated by police personnel, issue clothing, and escort suspects to detention cells. Other responsibilities may include patrolling detention areas on a regular basis to insure security and safety of suspects, transporting prisoners to and from court, or preparing meal trays and serving meals to suspects in cell areas.

Other POLICE AIDES work directly with the public, both in person or by telephone, in police department information units. Inquiries from citizens are answered, information about local laws and regulations provided, or callers referred to other persons or agencies for assistance. They assist persons seeking copies of specific police information, such as fingerprint and arrest records, help them to complete required authorization and release forms, and search the files to locate requested records. In addition, applicants for special permits, such as firearms or vendors licenses, are fingerprinted, and file searches conducted to ascertain if prior criminal records exist.

Depending on the department, POLICE AIDES may enforce security regulations in police facilities, answer inquiries from visitors, and direct individuals to various locations. They are uniformed, armed, and specially trained to carry out their responsibilities. Duties include: patrolling designated areas, reporting suspicious behavior to superiors, preventing loitering, and subduing persons attempting to commit illegal acts. Packages and briefcases being taken into police facilities are inspected, visitors checked for authorization to enter certain areas, and those who lack an authorized pass are prevented from entering. Aides may also maintain visitor logs and contact the office to be visited prior to granting admittance.

POLICE AIDES in some agencies perform parking control duties. In this capacity they wear distinctive uniforms, are unarmed, either walk or ride scooters or three-wheel motorcycles to cite parking violations and impound vehicles if necessary. Others perform traffic control duties at busy intersections and direct and control traffic to minimize disruptions and keep vehicles and pedestrians moving in a safe and efficient manner.

POLICE AIDES are employed by law enforcement agencies at local, county, and State levels of government. Working conditions differ among agencies throughout the country depending on the size and location of the department, condition of facilities, and the nature of work assignments. Aides with clerical, communications, security, and prisoner-detention assignments perform sedentary or light work indoors under generally good conditions, including adequate lighting, heating, and ventilation. When working in parking enforcement and traffic control, work is outdoors in all types of weather conditions and a considerable part of each workday is spent standing and walking. Aides usually work a 5-day, 40-hours week, which may include holidays, weekends, and rotating shifts. In some agencies, Aides are required to wear uniforms. Most law enforcement agencies provide POLICE AIDES with fringe benefits that include most or all of the following: paid vacation, sick leave, and holidays; overtime pay, life and medical insurance; tuition-refund program; uniform allowances if applicable; and retirement pension.

## Job Requirements

The usual basic educational requirement for entry into this work is a high school diploma or a recognized equivalency. Candidates for positions that involve typing or stenography generally need to possess prior training and experience in these areas and have their skills evaluated on clerical aptitude tests. For most other positions, no specific training or experience is required. Some departments fill POLICE AIDE positions with students, both male and female, between the ages of 17 and 21, who plan to pursue police careers and are enrolled in police science programs in 2- or 4-year colleges. Their work schedules are arranged to avoid conflict with college attendance. As a rule, applicants must pass a civil service entrance examination and oral interview, as well as a qualifying medical examination and thorough background investigation. Certain qualities are needed for this work—patience, a methodical nature, an ability to pay close attention to detail. In addition, applicants must be able to speak clearly and write legibly; they must have manual dexterity, a preference for routine assignments, and ability to work well under the direction of others. Because they often deal directly with the public, applicants must also be presentable in appearance and courteous in manner.

POLICE AIDES are hired on a probationary basis, are trained on the job and, in some agencies, receive special-

ized classroom instruction related to their assignments. Length of training varies according to complexity of the assignment and continues until the individual is able to perform independently. The subjects covered during training usually include, where applicable: orientation to the agency, departmental rules and regulations, functions of government agencies, communications skills, use of communications equipment, use of departmental forms, traffic codes and traffic direction techniques, and use of firearms. On completion of the probationary period, which may last 6 months or more, and demonstration of satisfactory work performance, a permanent appointment is made.

## Opportunities

In recent years, the advantages of employing civilians in positions that do not require police experience have been clearly demonstrated. Today, civilian personnel have become an integral part of the police service, and growing numbers of agencies, both large and small, are using these workers effectively. As a result, employment prospects for POLICE AIDES are generally favorable. While increased opportunities are expected to be found in departments of all sizes, the greatest number should occur in large departments in populous urban and suburban areas. Opportunities will also be affected by availability of supplementary government funds, and budget limitations.

Advancement opportunities are governed by size, organization, and personnel practices of the employing agency plus skill development and additional education. In some police departments, there are no formal lines of promotion while in others there are opportunities for upward mobility into senior or supervisory jobs. POLICE AIDES in a police cadet or intern program who successfully complete their on-the-job training and college studies, and meet basic entry requirements for Police Officer can be appointed to this position at 21 years of age. Other AIDES who express an interest in a regular police career and who meet the standards for sworn status can compete for appointment as a Police Officer through the usual civil service procedures.

DOT Title and Code: POLICE AIDE 243.362-014

## Police Dispatcher

**Dispatcher**  
**Police radio dispatcher**

POLICE DISPATCHERS receive telephone complaints from the public concerning crimes and police emergencies, as well as calls pertaining to nonemergency situations. Dispatchers, who may be civilian employees of the department or Police Officers, occupy an important place in the

law enforcement process because they are often the first to be contacted by citizens needing assistance, and their actions are crucial in helping to resolve these problems. Dispatchers are trained to deal with people under varying conditions for there are countless instances where frightened or confused individuals turn to the police for help.

Dispatchers are trained to be calm, decisive, and reassuring to each individual so that the problem can be identified and the best means of resolving it through police action can be determined. This is extremely important not only to the citizen but to the police department as well since crank calls or false reports can seriously delay response time to genuine emergencies. Besides screening calls to determine their authenticity, dispatchers must also be able to determine which complaints or requests are not within the jurisdiction of the police and more properly belong with other government agencies. In such instances, Dispatchers determine the appropriate agency and courteously refer the individual to the proper place for assistance. When Dispatchers receive requests for police assistance they post specific data on a complaint information record. Included are such items as name, address, and telephone number of the caller; type of complaint, geographic location of the problem; and any miscellaneous facts, such as description of individuals or vehicles, which could be of use to the responding police units. This information is immediately forwarded to a police radio dispatcher who broadcasts orders to a police radio patrol unit in the vicinity of the complaint, and relays added instructions where pertinent.

In communities with small police forces, the POLICE DISPATCHER not only receives calls from the public, but also performs the duties of the police radio dispatcher and broadcasts to radio patrol units. Once the call is broadcast, the Dispatcher records on the complaint information record his or her initials; date and time; action taken; and identity of the patrol unit assigned. At a later point, the Dispatcher usually receives feedback from the Police Officers who responded to the complaint. This data is then entered on the complaint information record and may include actions taken by officers; arrests, if any; reports to follow from patrol division or detective bureau; or that the complaint was unfounded. Dispatchers in some municipalities coordinate actions of police, fire ambulance, and rescue units and relay instructions from superiors to the units involved. Dispatchers may monitor signals, from silent or automatic alarm systems, which may indicate illegal entry, and arrange for dispatch of police units to the scene. They also verify the assignment location of field units through radio contact, and assist these units by answering requests for driver or vehicle identification information, giving descriptions of stolen vehicles or suspects sought, and relaying all points bulletins. Dispatchers must have a sound knowledge of the police department in which they work as well as the responsibilities of key officers within the agency so that critical situations that arise can be handled quickly and

effectively by those responsible. In some police departments, Dispatchers transmit and receive data between divisions of their own agency and those of other law enforcement agencies as part of any effort to coordinate police actions and prevent the commission of crimes. Dispatchers are required to keep records of complaints received and calls broadcast during each work shift, and may also be responsible for maintaining files, or be trained to use computer terminals, and cathode-ray tube and teletypewriting equipment.

Dispatchers are employed by police agencies at the local, county, and State levels of government. Working conditions vary among police agencies depending on the size of the department. Generally, Dispatchers work in well-lighted, air-conditioned locations, seated at a desk with a switchboard or console, and using specially designed ear-phones or headsets when receiving and transmitting calls. Dispatchers usually work a 5-day, 40-hour week including holidays, weekends, and rotating shifts and, in some police departments, are required to wear uniforms. Most police departments provide Dispatchers with a number of fringe benefits including paid vacation, sick leave, and holidays; overtime pay; life and medical insurance; uniform allowance if applicable; and retirement pension.

### Job Requirements

The basic educational requirement, in most police agencies, for entry into this work is a high school diploma or its equivalent, and applicants usually must qualify on a civil service examination. In addition, they must pass an oral interview and a medical examination; they must be able to speak clearly, to be patient and methodical, and to pay close attention to detail. Ability to sit for long periods is a must as there is little movement away from the work station during duty hours. The tempo of this work can be fast paced during periods of heavy activity. Persons considering this job must be capable of working quickly, efficiently, and methodically, regardless of the volume of calls. They must also prefer public contact activities and have the ability to think quickly and clearly in emergency situations.

Newly hired Dispatchers receive classroom and on-the-job training to develop their skills. Among the subjects covered are departmental rules and regulations; functions of the police agency; police code language; geographic arrangement of areas within jurisdiction; functions of other government agencies; use of communications equipment; human relations; and communications skills. After successful completion of a probationary period that may last from 6 months to 1 year, Dispatchers are given permanent employment status.

### Opportunities

The employment outlook for Police Dispatchers is good. A growing population plus a rising crime rate are expected

to increase the number of police personnel in local, county, and State law enforcement agencies. As these increases occur, there should be an accompanying growth in the need for support personnel such as Police Dispatchers. As a rule, the larger the department the greater the number of available openings, so that opportunities can be expected to be more numerous in the larger urban and suburban forces. Opportunities are also dependent on the funds made available in government budgets and the introduction of automated communications systems.

Opportunities for advancement depend on the size and personnel policies of the various police agencies as well as continued education on the part of the Police Dispatcher. In some forces, there are no formal lines of promotion while in others there are opportunities to move into senior or supervisory positions. In many instances, POLICE DISPATCHERS who are civilian employees and who meet the various basic entry requirements go on to become Police Officers.

DOT Title and Code: DISPATCHER, RADIO 379.362-010

## Serology Technician

### Laboratory technician Serology technician, crime laboratory

The success of criminal investigations often depends not only on the expertise of the investigating team but on the supportive services provided by skilled, crime laboratory personnel. An example of such services is the assistance provided by SEROLOGY TECHNICIANS who conduct laboratory tests and examinations of blood and other body fluids gathered as evidence during the course of a criminal investigation. Their main objective is to provide leads or establish links between the evidence and suspects in a case. Prior to beginning the test process, SEROLOGY TECHNICIANS usually receive a sample of evidence transported to the laboratory by Evidence Technicians, Police Officers, or Detectives. However, in some cases, they search for, collect, and preserve serological evidence at scenes of crimes and take samples of blood and body fluids from victims and suspects for serology testing. Once samples are obtained, testing activities begin, and the following are some of the basic activities performed in the process.

Technicians are trained to use special apparatus and a variety of precision instruments including chromatographs, electronic cell counters, automatic chemical analyzers, centrifuges, computers, and microscopes of various types. Working under the direction of a Serologist or other laboratory supervisor, Serology Technicians test blood in various forms, such as crust, dried, or fresh samples, to determine if it is human or animal in origin. They then

group or type the blood by mixing red cells from the sample with the typing serums, noting whether clumping of cells occurs. Next, they prepare and examine test slides to determine the blood group according to the four major blood groups—A, B, AB, O— and further identify the sample by Rh type, either positive or negative. It was not long ago that determining the blood type was as far as laboratory personnel could go in connecting blood stains with a suspect in a case. Such connections were often inconclusive until the recent development of a system called electrophoresis that can pinpoint the source of a small spot of blood, often with complete reliability. By putting a blood sample through this complicated evaluation process, laboratory personnel can determine the individual's racial group, sex, state of health, or the presence of diseases, such as syphilis or hepatitis.

The detection of drugs in blood and urine is another important service provided by SEROLOGY TECHNICIANS. They conduct radioimmunoassays in which the sample is dissolved in a solution containing an antibody against a given drug. In cases where a drug is present, it attaches to the radioactive antibody and can be easily identified. Some success was also achieved when this test was used with samples of semen and saliva. SEROLOGY TECHNICIANS may also conduct chemical tests of semen or dried stains collected as evidence during investigations to determine if seminal fluid is present, and if so, conduct microscopic examinations to identify sperm. Technicians also perform chemical tests to determine the alcohol content of blood samples taken as evidence. When tests and evaluations of evidence are completed, SEROLOGY TECHNICIANS prepare detailed reports of their conclusions, taking into account the various laws that regulate the admissibility of laboratory analyses.

These reports are used by investigating officers, prosecuting and defense attorneys during the conduct of cases and subsequent court proceedings. At times, Serology Technicians are called upon to testify in court regarding evidence and laboratory findings connected with a case. The various supportive services provided by crime laboratory personnel are having an increasingly positive impact not only on enforcement efforts but on the defense: admissible laboratory findings not only help to convict suspects but also aid in clearing innocent persons of criminal charges.

SEROLOGY TECHNICIANS are primarily employed in laboratories under the direction of local, county, and State police agencies. Most have a standard 5-day work schedule but, with round-the-clock operations, may be called upon to work shifts, weekends, and overtime, in certain instances. Although there may be occasional travel to crime scenes or other sites during an investigation, for the most part the work is indoors in adequately lighted and ventilated laboratory facilities. The ability to sit and stand for extended periods while performing their duties is an added requirement. When conducting tests or collecting evidence at

crime scenes, SEROLOGY TECHNICIANS are exposed to irritants or chemical burns, as well as to unpleasant sights, odors, and fumes. The fringe benefits they receive vary according to the personnel practices of the employing agency but usually include all or some of the following: paid vacation, holidays, and sick leave; life, hospital, and disability insurance; overtime pay; and retirement benefits.

### Job Requirements

Anyone considering this career should have an aptitude for chemistry, physics, and biology, and like working in a laboratory atmosphere. Ability to follow directions and work accurately and reliably under pressure, plus manual dexterity to work with small instruments and delicate equipment are necessary. Normal vision and ability to distinguish fine shades of color are desirable. Although entry requirements vary, preparation usually includes a high school education, followed by a 2-year associate degree from an accredited junior or community college, and clinical experience in an approved laboratory. Sometimes relevant training and experience gained while working in medical laboratories during military service in the armed forces is acceptable for entry into this work. As a rule, candidates must be U.S. citizens, and may be required to qualify on a civil service or agency examination. Besides this, candidates are subject to a background investigation and medical examination.

Newly hired SEROLOGY TECHNICIANS usually enter a probationary training period during which on-the-job and, in some cases, classroom instruction is provided. The training, which varies in length from 6 months or more, is designed to develop the skills needed to apply serological and chemical laboratory techniques specifically geared to the crime laboratory. In many law enforcement agencies, continuing education is usual and workers attend courses and seminars to keep abreast of new developments in this specialized area.

### Opportunities

The employment outlook for this work is expected to be favorable as the role of the crime laboratory in criminal investigations expands and increasing numbers of law enforcement agencies integrate laboratory support services with daily operations. Generally, the best opportunities are expected to occur in law enforcement agencies with modern laboratory facilities and sizable technical staff.

Advancement usually depends on the personnel practices, size, and organization of the employing agency, and is generally based on continuing education, knowledge, and skill. SEROLOGY TECHNICIANS may usually advance to higher level positions, such as Serology Technologist, or, if qualified, may compete for other supervisory jobs.

DOT Title Code: SEROLOGY TECHNICIAN 078.381-014

## Occupations in the Judiciary





In reading about jobs in the courts, it is helpful to have a general knowledge of both the organization and administration of the judicial system in this country. The goal of the court system—to dispense justice equally, promptly, and efficiently under the law—is accomplished through the efforts of its workers at all levels. Each of the 50 States has its own judicial system suited to its own local needs. There are, however, similarities common to all. The following general description of the system is a composite based on a study of courts in all the States and the Federal Government.

A State court system has two basic levels, a State supreme court and circuit, or district, courts which are local and geographically assigned to a specific area. The supreme court administers the statewide system. Usually the highest court in the State, the supreme court consists of a chief justice and several associate justices. Although some cases may start in the supreme court, it usually hears appeals of lower court decisions. The chief justice of the court system administers the unified court system, which concerns itself with local courts and the admission of attorneys to the practice of law. The State court administrator's office, a nonjudicial office, assists the court in administration of the system, in supervision of budget and fiscal matters, and in purchase and control of court properties. In addition, a personnel and training office operates the system's job and salary classification, recruitment, and training of court personnel. To insure a uniform statewide program, a court services office provides guidance and support to staffs at the circuit or lower court level. A research and development office has charge of the usually computerized, management information system. It provides caseload and offender analyses and related information necessary to support other administrative functions of the court, such as jury selection.

Trial courts of the judicial system are circuit or lower courts. Most States are divided into a number of judicial circuits or areas, and judges of a single circuit may hold court in several counties. The number of lower courts, their

boundaries, and the number of judges and other court personnel in each court are established and, at times, changed by the high court. Judges are usually elected by voters in the circuit they serve. The chief justice of the supreme court usually appoints one judge in each circuit to act as the presiding circuit judge. The presiding judge has responsibility for administration of all courts in the circuit and, in some circuits, appoints a court administrator as an assistant. Most judges in the lower courts hear criminal cases. In cases tried without a jury, the judge decides the outcome of the case. In cases tried before a jury, the judge rules on what evidence may be considered by jurors in reaching their verdict and instructs them on the law. The circuit judge may also hold preliminary hearings in criminal cases.

Juries are an important unit of our court system. A grand jury is a group of citizens, usually from six to eight in number, chosen at random from a master jury list selected from voter registration records. This body carries out inquiries and investigations of crimes that can be tried in their jurisdiction. At times, it may also inspect jails and investigate alleged misconduct by public officials. The grand jury has broad investigatory powers, and its proceedings are private and secret. It may summon witnesses, take sworn testimony, and demand the production of records.

The constitutions of the United States and of the various States guarantee a defendant the right of trial by jury. Twelve jurors are used to decide the outcome of a criminal trial. Jurors are selected at random from voter registration lists, and the first step in the trial process is examination of potential jurors to insure, as far as possible, that the jury selected is fair and unbiased. Attorneys for both sides, and sometimes the judge, question potential jurors to determine their ability to render a just verdict. After all of the evidence has been presented, the judge instructs the jury on the law which it should apply to the evidence presented, and on the different verdicts it may return. After closing arguments by the defending and prosecuting attorneys, the jurors

are sent out to a jury room to deliberate in private until they reach a verdict.

In most States, the attorney general, an elected official, is the top law enforcement officer responsible for maintaining general supervision over all law enforcement activities in the State. The attorney general gives legal opinions to States' attorneys and various departments of a government when requested by the Governor or legislature, or when the welfare of the State seems to require such action. The State, or as it is commonly known, "the people," may be represented by the attorney general or district attorney in any criminal action in any court. The State's attorney and district attorney are usually elected officials who defend or prosecute on behalf of the county or State all actions in which the county or State is interested or involved. These officials must also gather preliminary information for the State, and attend or advise grand juries, when in session.

In any criminal case, a defendant has a right, under the law, to be represented by a lawyer. If the defendant cannot afford to hire a lawyer, the court must provide counsel. In some States, public defenders' offices have been set up at public expense for this purpose. In instances where a felony is committed, that is, a crime punishable by imprisonment in a State or Federal penitentiary, the first step is the filing of preliminary information known as an indictment, which explains the charges against a defendant. An arrest warrant is issued for a defendant who is to be brought before a judge for an arraignment hearing.

At arraignments, the preliminary information is read and defendants are informed of their rights, including the right to an attorney. Bail is usually set by the judge to insure that the defendant appears for trial. If a preliminary hearing is requested by a defendant, it is held by the judge to determine whether the State has enough evidence to show that a crime was committed and whether there is reason to believe that the defendant committed the crime. If the judge determines that the State has established these facts, or if the defendant gives up the right to a hearing, the defendant stands trial in circuit court. In cases where a defendant is indicted by a grand jury, a preliminary hearing is bypassed and the defendant is arraigned in circuit court. A defendant appearing in circuit court may plead either guilty or not guilty. If the plea is guilty, there need be no trial, and the only procedure left is sentencing by the judge. If the defendant pleads not guilty, a date is set for the trial by jury, or the defendant may request no jury trial and be tried by the judge. If the defendant is acquitted, the case is over. If he/she is convicted, the judge sentences the offender. If the defendant feels that errors were made during the trial, the conviction can be appealed to the highest State court.

Juvenile cases are heard in special juvenile courts or, in some States, by judges in other courts selected for this purpose. Every State has a juvenile court, usually a specialized unit in the State judicial system, based in the local

community. The State legislature determines its proceedings and higher courts supervise its actions. The juvenile court is usually financed by the local government, its judges are elected, and police, school, and other agencies make referrals to it. The organizational pattern of the juvenile courts varies from State to State, but few juvenile courts are independent courts. Most are part of the circuit, district, superior, county, common plea, probate, or municipal courts. Regardless of how the court is organized or administered, the court generally hears delinquency, neglect, and dependency cases. Juveniles processed by the court vary in age, but the upper limit is usually 18 years.

The court system in the United States is undergoing extensive changes, and along with these changes the occupational picture is rapidly altering. Increased personnel needs, greater specialization, and the emergence of new occupations have created expanded career opportunities. In the following pages, selected occupations in the judiciary, representative of those found at all levels of government, are presented in detail.

## BAILIFF

### Court attendant Court officer

BAILIFFS are responsible for maintaining courtroom security and protecting the judge, jury, and other participants during hearings and trials. Under the supervision of a judge or court administrator, they take charge of and escort juries, transfer prisoners, deliver case files, and perform various related services.

The work of a BAILIFF involves providing general services in the operation of a court. It includes maintaining order, calling defendants and witnesses to the stand, and notifying attorneys and other interested parties during trial. Some of their time is spent in delivering court minutes, law books, supplies, forms, and similar items necessary for use by the judge and court staff. They also perform other errands inside and outside the court, and generally attend to the personal needs of the judge. When not attending court sessions, they may perform incidental clerical tasks such as filling out forms and operating a copying machine to duplicate court calendars.

BAILIFFS start the day by inspecting the courtroom for cleanliness, orderliness, and proper heat, light, and ventilation. Court sessions are opened by announcing the entrance of the judge. Order in the court is maintained, and jurors, witnesses, attorneys, news reporters, and spectators are seated in specific areas of the courtroom. Persons disturbing the court's proceedings are ejected.

When necessary, food, lodging, and transportation are arranged for jurors, errands are run, and personal needs of jurors are taken care of, when a jury is held overnight or longer. A BAILIFF is responsible for the security of the jury during deliberations and, when they extend overnight, prevents jurors' having outside communication thus avoiding a mistrial. BAILIFFS escort jurors in and out of the courtroom before, after, and during trials; they not only accompany jurors to all meals but remain during the meal.

### Job Requirements

To become a BAILIFF, graduation from high school, or the equivalent, is usually required by the courts. In most States, appointment depends on passing a written and physical examination. The duties of these workers require ability to understand and follow written instructions and to express themselves clearly and concisely, orally and in writing. Tact and courtesy are also needed to deal effectively with the public, attorneys, witnesses, prisoners, and jurors. In addition, it is important to have knowledge of or be experienced in office practices, court procedures, and legal terminology and forms. In some courts, BAILIFFS are also expected to be skilled in the use of firearms.

### Opportunities

Courts are expanding to keep pace with the need for their services owing to the rising number of offenders and the desire of the courts and the public to speed up the handling of cases. The size and number of Courts have also increased over the last few years and this growth is expected to continue.

Opportunities for BAILIFFS exist in the local, State, and Federal courts and employment is expected to increase as fast as the court system expands. BAILIFFS employed in the larger courts may advance to supervisory positions.

DOT Title and Code: BAILIFF 377.667-010

## Court Administrator

### Court coordinator Court executive Court planner Judicial administrator

The fairly new job of COURT ADMINISTRATOR in the criminal justice system came into existence as part of recent court modernization programs. It was created primarily to relieve judges of many of their administrative and managerial functions, thus enabling them to devote more time to

judicial duties. COURT ADMINISTRATORS have responsibility for a wide range of functions. They are concerned with case flow through the court system, calendar management, jury selection, planning and research, budget drafting, statistical and data operations, personnel management, and other business of the court. Administrators supervise a staff of technical and clerical personnel engaged in a variety of court-related activities. The duties of COURT ADMINISTRATORS vary greatly, depending upon the size and type of court. They oversee management improvements on the courts, under the supervision of the Chief Judge.

Maintenance of all court facilities is usually another concern of the COURT ADMINISTRATOR, as well as conducting periodic inventory of all court property and equipment. Distribution of the caseload among judges is reviewed, and recommendations are made for improvement to balance work loads. Jail reports and trial calendars are also reviewed to insure efficient handling of criminal cases. He/she often establishes and maintains an information system for the court. Some COURT ADMINISTRATORS assist judges by coordinating court schedules, appointments, and travel itineraries. Analysis and review of organization, procedures, rules and regulation, and equipment systems of the court are also part of the job. As a result of this review, reports of findings are prepared and recommendations made for improvement and changes.

In courts equipped with electronic data processing equipment, operational and information systems are developed in areas such as case scheduling and tracking, and jury selection and notification. Changes in the system are made by adding or changing equipment, taking into consideration the establishment of priorities and timetables in planning for future development of these systems.

One of the most important duties of Administrators is to analyze the court system's overall operating costs in order to prepare, present, and justify the budget. In addition, they supervise and keep a close watch over other fiscal areas such as cost control and payroll management; they prepare the payroll for all court personnel and review and submit monthly financial reports. Some COURT ADMINISTRATORS may prepare grant applications for additional funding and may also testify as representatives of the judicial system at budget hearings.

Administrators manage special projects, support services, and space-and-equipment management and planning programs. General information about court operations is collected, statistical data gathered, reports prepared, and information supplied, not only to courts and other governmental agencies, but also to special groups, such as the bar association, and to the public.

COURT ADMINISTRATORS may also perform a wide range of personnel and public relations activities. They may meet with judges, judicial councils, bar associations, news reporters, and community leaders to give and receive

information. They respond to questions, problems, and complaints filed by court personnel, citizens, and other persons having business in court. Reports and testimony are prepared about pending court-related legislation concerning proposed rule changes that may have an effect on the court system. Some COURT ADMINISTRATORS establish and coordinate training programs for employees. The job of COURT ADMINISTRATOR exists at all levels of the court system trial and appellate. The majority are attached to trial courts of general jurisdiction. Duties vary significantly depending upon the type and size of the court served, and the organizational structure of the State court system.

### Job Requirements

Throughout the Nation, COURT ADMINISTRATOR jobs have a wide range of educational requirements depending upon the type of court and on the number of professional staff assistants supervised. At one extreme, only a college degree is required; at the other, graduation from law school or a master's degree in business administration is necessary. Most larger courts require graduation from an accredited college or university with major work in judicial, public, or business administration, or closely related fields.

Most jobs are professional in nature, require at least a 4-year college degree, and carry substantial responsibility.

A number of court systems want COURT ADMINISTRATORS to have some experience in the courts or to have held a prior court position in an administrative capacity, in management analysis, as clerks of the court, or as Legal Secretaries. Managerial or administrative experience in noncourt agencies is acceptable in some States. Usually, a legal education is not a requirement, though many courts prefer COURT ADMINISTRATORS to be lawyers.

The emergence of the job of COURT ADMINISTRATORS has resulted in the establishment of specialized court administration training programs at both the national and State levels. National-level programs are offered by the Institute for Court Management, the National College of the State Judiciary, and the Institute for Judicial Administration. State-level programs are offered by State judicial colleges and university-related centers for continuing legal education.

The academic qualifications considered most useful for entry into court administration are management science, public administration, and law. State COURT ADMINISTRATORS recommend training in court information systems and caseload management and in program planning and evaluation.

### Opportunities

Employment opportunities for COURT ADMINISTRATORS are expected to increase as a result of continued growth in caseloads and increased public pressure to reduce case delays resulting from backlogs. Many State courts are

establishing this relatively new job as part of their reorganization plans.

DOT Title and Code: None

## Court Clerk

### Clerk of the court

COURT CLERKS serve as clerical assistants to circuit and other court judges. They attend sessions of the court and enter information in the records about court proceedings, including witnesses' names, requests for rulings, verdicts reached, and other important facts. All documents brought to the court, including complaints, answers, attachments, executions, garnishments, orders to show cause, and restraining orders are received by the COURT CLERK who makes sure that all requests affecting the progress of a case are properly handled.

The COURT CLERK assists in preparation of the docket or calendar of cases to be called depending on type of crime, priorities, or direction of the judge. All legal documents submitted to the court are examined for adherence to regulations. Case folders are prepared, legal documents concerned with the operation of the court are posted, filed, or routed elsewhere. Sometimes names of prospective jurors are picked and the oath administered to witnesses and jurors, and subpoenas and court orders issued. The duties of Court Clerks also include explaining procedures about forms to parties in a case, contacting witnesses and attorneys to obtain information for the court, and instructing individuals about dates to appear in court. Case disposition, court orders, and judge's rulings are recorded and payment of fees arranged, and sometimes collected.

Documents are checked not only for completeness of information but to determine general case category and to assign a docket number. The need for signatures on documents is determined, action is taken to obtain signatures, and documents are stamped with the official court seal.

Other job duties include recording, by hand or typewriter, case-identification data and receipt of documents or court records. The Clerks file cards, documents, and records according to date received, or to alphabetical or numerical filing systems. In smaller courts, the COURT CLERKS type jury lists, prepare and mail jury notices and assist in other functions concerned with receipts and expenditures.

### Job Requirements

High school graduation or the equivalent, and 1 year of general clerical office work experience is usually required.

In some courts, work experience may be substituted for the required education on a year-for-year basis. However, graduation from high school is usually preferred. Satisfactory completion of an appropriate vocational training course of study at a business school is sometimes accepted as a substitute for the required 1 year of experience, on a month-for-month basis. Some courts require candidates to have a knowledge of typing and to be able to type 30 to 40 words a minute. ALL COURT CLERKS must have knowledge of court procedures and policies, as well as of legal documents and laws. Some knowledge of court organization, its operations, functions, and scope of authority is also necessary. It is important that these workers have a good command of English and be able to deal effectively with legal personnel and the public.

### Opportunities

Opportunities for COURT CLERKS exist in the local, State, and Federal courts. Because of the rising number of offenders, courts are increasing both in number and size to keep pace not only with the need for services but to speed up handling of cases. This growth is expected to continue.

COURT CLERKS, especially in the larger courts, may advance to the position of Chief Court Clerk.

DOT Title and Code: COURT CLERK 243.362-610

## Court Lawyer

Law attorney assistant  
Law examiner  
Law secretary  
Legal editor

COURT LAWYERS work under the direction of judges and administrative officials in courts and court agencies. They perform legal functions not related to defense or prosecution. The court and judges of the court are assisted and represented. Generally all COURT LAWYERS engage in legal research, prepare reports, and interpret statutory law (enacted by the legislative branch of government) and case law and rules. However, these Lawyers usually specialize in any one of a number of areas of work.

Some COURT LAWYERS work in units that provide legal research assistance to judges serving in the State and Federal trial courts. Others may be assigned to the appellate court and work as law assistants. Legal issues, involved in appeals from the lower courts or in original pleadings in the appellate court, are researched. These Lawyers do not work directly for individual judges and may be assigned work by a nonjudicial supervisor.



Another specialty is the preparation of official State court reports. This involves reviewing judicial decisions in State court records and editing them; writing accurate digests and comments or explanations of court opinions; and checking for correct grammar, punctuation, and accuracy of citations (previously settled law cases). These reports are circulated to courts, libraries, and law firms throughout the country.

Most courts have specialists who do work involved with institutionalized wards of the State, many of whom are mentally incapacitated. Responsibilities include investigating and reporting on cases involving individuals subject to the jurisdiction of a State mental health department. The necessary legal papers are prepared and the clients are represented in any judicial or administrative proceedings that develop concerning their status or conditions of confinement.

Work for attorneys' disciplinary committees is still another specialized area. Allegations of misconduct by members of the bar are investigated. Appearances are made on behalf of the committee when proceedings are started as a result of these investigations.

Still others are assigned as counsel; they are usually located in the office of court administration where they provide legal counsel to the chief administrative judge and

other administrators. Legal issues are researched and interpreted, legal opinions are written, legislation is analyzed and prepared, and the court administration is represented in lawsuits.

COURT LAWYERS may serve as staff to a board of law examiners which is responsible for preparing and administering State bar examinations. When working as law examiners they analyze the State law to select legal areas to be tested in each examination. Questions are devised to assess a candidate's competency to practice law in the State. Completed examinations are graded, and assistance is given in administrative tasks.

Still another specialized type of employment is that of Law Clerk to a judge (formerly called law secretary in some courts). These lawyers, usually appointed by a judge to assist on a confidential basis, serve entirely under the judge's control. Law Clerks are involved in legal research, write briefs and opinions, and consult on matters that directly affect the judge's decisions.

### Job Requirements

Graduation from law school and, generally, admission to the bar are required for COURT LAWYERS who wish to practice in a State court. However, any future job candidate should be aware of prerequisites for entry into law school and, also, of variations on bar admission. Competition for admission to law school is keen because of a rapid rise in enrollments. Although a number of schools require at least 3 years of undergraduate education, increasing numbers want a bachelor's degree. Emphasis is on good marks and on ability to write clearly and concisely, think analytically, and to communicate well orally. Majors in social and natural sciences or humanities will prove useful for law school. Most schools also want applicants to have taken the Law School Admission Test (LSAT), which demonstrates aptitude for the study of law. Once accepted, a student spends 3 years, usually in an American Bar Association-approved law school, and graduates with a JD (juris doctor) degree. The next step is being admitted to the bar. Passing the written examination and satisfying character-record requirements are usually necessary.

These are the customary steps followed in becoming a LAWYER and qualifying for practice in State courts. Variations exist: Some States require approval of law school application by a State Board of Examiners, either before an applicant enters law school or during the first year of legal study. Graduates of schools not approved by the American Bar Association are usually restricted to the State in which the school is located. Some States do not require a written examination of candidates who are graduates of their own law schools. In certain cases, Lawyers already admitted to the bar of one State may be admitted to one in another State without written examination. In a few instances, the study of law in a law office or in combination with study in law

school is considered acceptable preparation for taking the bar exam, but only California accepts law study by correspondence. It is advisable to check with the State Court Administration Office, State Bar Association, and local law schools to determine individual State requirements. Requirements of work for a Federal court or agency will also differ because each agency sets up its own qualifications.

### Opportunities

Competition for jobs in the State courts has grown in recent years owing to a rapid increase in the numbers of law school graduates. This will be partly offset by recent growth of employment opportunity in State courts throughout the Nation. These opportunities stem from escalating crime rates which cause increased public pressure on court systems to overcome large backlogs of criminal cases. Monies necessary for support personnel are expected to come from possible expansion of criminal justice expenditures in the States and from substantial sums awarded by the U.S. Department of Justice through the Law Enforcement Assistance Administration (LEAA). These sums are intended to assist local governments to expand and improve the courts and to speed trials.

DOT Title and Code:	LAWYER	110.107.010
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### Law Clerk

LAW CLERKS perform research and other legal services for judges who generally supervise the work through conferences and written reports. Laws are reviewed and searched, and critical or explanatory notes or comments made, to provide judges with the law applicable to given cases. Court decisions, opinions, briefs, transcripts, and other documents are researched to provide additional information during trials, hearings, and appeals. Preparation of briefs—case summaries explaining the main arguments and evidence—are also part of the job duties of LAW CLERKS. Court testimony is often listened to and, under the judge's direction, notes are taken during trials of major criminal cases. Assistance may be provided in preparing instructions on the law to be given to juries. Where a judge is uncertain about the decision on a case held over for further study, additional research may be done. When the judge issues the decision, the Clerks substantiate the findings with a well-documented written opinion.

LAW CLERKS may perform a variety of other duties, such as teaching criminal law and courtroom procedure to court employees; discussing new and pending legislation with members of the bar or legislators; and making recommendations concerning the position of the courts should

take. At times, they may study and develop procedural rules and changes for the court and assist in carrying them out. Sometimes, in the absence of a Law Librarian or a Court Administrator, a LAW CLERK is called upon to assist in those areas.

### Job Requirements

In order to become a LAW CLERK, graduation from an accredited law school with an LLB or JD degree is usually required by most State and local courts. Some court systems also require successful completion of the State bar examination and admission to the practice of law. In some States, candidates for this job are required to pass a written examination, while in many others, the position is appointive.

LAW CLERKS' duties require an ability to deal with complex factors, not easily evaluated; to review and analyze legal reviews, periodicals, and State code or court rules; to weigh the facts and to arrive at logical conclusions. These Clerks must be able to use a legal library, be thoroughly familiar with various law reviews and digests, and have an excellent command of English to draft effective legal memoranda.

### Opportunities

There has been increasing pressure upon our courts to overcome, more speedily and effectively, the large backlog of criminal cases. In addition, crime rates are expected to continue to rise and criminal justice expenditures by State and local governments are expected to increase. As a result, the courts have experienced growth in employment. Opportunities for LAW CLERKS are expected to be part of this increase, especially in State criminal courts, although openings will also occur in Federal and local courts. Those who do not plan to engage in government work will find this job also exists in many law firms.

LAW CLERKS, especially in the larger courts, may advance to positions of greater responsibility.

DOT Title and Code:	LAW CLERK	119.267-026
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### Law Librarian

LAW LIBRARIANS organize and maintain law libraries for the court system and perform legal reference and research work.

The LIBRARIAN is responsible for performing a wide range of library tasks depending on the jurisdiction and size of the court. Daily maintenance of the law library collection makes up part of his/her duties. Books, periodicals, and

other materials coming into the library are cataloged and indexed, materials borrowed are charged in and out of the library, and circulation records are kept. Occasionally, catalog cards are typed and filed in accordance with established formats. Interlibrary loans procedures are used when borrowing from or lending to other libraries around the State. Other duties include planning effective use of shelf space and book arrangements and supervising other technical and clerical staff.

LAW LIBRARIANS perform technical work concerned with the library and the needs of the individuals served by it. To keep the library and their own knowledge up to date and to satisfy anticipated needs in the field of law, listings of new books and periodicals are checked and ordered. These materials and those on the shelves and in the files are also read. Filing systems of newspaper clippings, publishers' lists, and new acquisitions are maintained, and collections of technical books and digests are arranged for effective use.



An important aspect of the job concerns answering requests for information received from judges, attorneys, LAW CLERKS, and the general public. Such information may include statistical data, scientific or legal findings, business or general facts, as well as legal information. Legal and reference research is performed to locate and retrieve obscure and difficult-to-find materials pertaining to law and trial cases, and to summarize legal findings. The LIBRARIAN prepares bibliographies about special subjects and information in the field, as requested, assists readers and researchers using the library's facilities, and also answers letters that request library information. At times, arrangements may have to be made to have books mended or bound or reference material duplicated. Other duties may include writing reports about library activities or preparing the budget.

### Job Requirements

Educational and experience requirements for entry into this job differ from locality to locality. Some States require a law degree and experience in library work and a few want a master's degree in library science. Generally, the minimum is a college degree with course emphasis on library science, coupled with professional library experience of varying length. Certification by the American Association of Law Libraries may also be a requirement.

If the minimum qualifications for LIBRARIANS are not met, it may be possible, in order to qualify at a future time, to start in this field as a library assistant and acquire additional education and experience.

Anyone interested in this career should have an analytical mind, be able to compile accurate statistical data as well as other records, and be able to communicate effectively, both orally and in writing. It is also necessary for these workers to establish and maintain effective working relationships with patrons of the library as well as other library personnel.

### Opportunities

As crime rates have risen, public pressure has increased to deal more efficiently with large backlogs of cases in the courts. The Law Enforcement Assistance Administration has awarded substantial funds and local and State governments are expected to spend more money for court expansion, leading to greater employment opportunity for all court personnel, including LAW LIBRARIANS.

LAW LIBRARIANS can advance to supervisory positions or to jobs with increased responsibility as they gain experience and continue their education.

Some of the larger legal firms and consulting firms that specialize in legal reference services also employ LAW LIBRARIANS.

DOT Title and Code: LIBRARIAN, SPECIAL LIBRARY 100.167-026

## Legal Secretary

LEGAL SECRETARIES, working in the court system under the direction of judges and State attorneys, are mostly involved in the taking and transcription of legal dictation and in performing other legal secretarial work to relieve judges or attorneys of complex and specialized office clerical duties.

They screen phone callers and visitors by determining the nature of the business involved, its jurisdiction, and whether it is of a priority nature. Both the calls and callers are then referred to appropriate agencies and officials. In many cases, answers are given to questions concerning office and court procedures.

All LEGAL SECRETARIES take and transcribe dictation of a variety of legal materials, such as petitions, briefs (summaries of charges and evidence of a case), court orders, and judgments. Incoming correspondence is read and referred to the appropriate person for reply; followup dates are set to insure that deadlines are met. Outgoing legal correspondence, which has been prepared for signature, is reviewed for proper processing order, spelling, and grammatical correctness. Legal documents of a routine nature are composed from general notes, and nontechnical correspondence, relating to office procedures, is prepared.

Other duties include maintenance of the judge's personal appointment calendar, scheduling appointments, making reservations, and preparing travel expense forms.

Often, LEGAL SECRETARIES are depended on to take care of the judge's calendar (list of cases to be tried), which involves reviewing legal documents and arranging for hearings or motions, temporary restraining orders, preliminary injunctions, and pretrial hearings. Secretaries also assist in setting trial dates based on their knowledge of schedules, availability of attorneys and witnesses, and established priorities for a given type of case. Attorneys involved in hearings may be notified and case files removed according to docket sheets (that is, lists of cases to be tried) for each hearing. A card file system is maintained on all cases assigned to a judge in order to determine when a case is ready for trial. Often administrative and confidential files are also maintained.

### Job Requirements

Job requirements for persons entering the system as LEGAL SECRETARIES vary greatly from court to court. Graduation from high school or a business training school, with courses in stenography and typing, is generally needed. Before an applicant is hired, skill tests in stenography and typing are administered as accuracy and speed are both important. The usual typing speed is 50 to 60 words a minute. In some higher courts, the requirements may be an

associate degree in secretarial science, or high school graduation combined with 2 years of secretarial experience, or a 10th grade education plus 4 years of experience.

LEGAL SECRETARIES have to have a good command of business English and office practices, be accurate recordkeepers and, in addition, must have considerable knowledge of legal terminology, forms, and format as well as general knowledge of court rules. Public contact, also an important part of this job, demands exercise of tact and discretion in screening attorneys, participants in cases, and members of the public who may request to see the judge or State attorney.

### Opportunities

Employment of LEGAL SECRETARIES in the local, State, and Federal courts is expected to increase as the courts continue to expand their operations. This demand should remain strong in order to handle the rising number of criminal court cases.

LEGAL SECRETARIES, in many courts, on the basis of examination, may advance to senior or supervisory positions. The job also exists in most law firms for those who are qualified but who do not plan to work in the court system.

DOT Title and Code: LEGAL SECRETARY 201.362-010

## Legal Stenographer

LEGAL STENOGRAPHERS perform technical stenography and typing as well as a variety of clerical duties. They take dictation in shorthand or by using a stenotype machine

(shorthand machine) and then prepare typed copies or transcripts. The work consists of many kinds of legal materials such as correspondence, petitions, briefs, legal opinions, pleadings, motions, and depositions (testimony given under oath and taken down in writing). Oral dictation may consist of technical letters, reports, memoranda, minutes of meetings, and speeches. Form letters, as well as standard correspondence, are composed and typed. Typing is done from draft copy or a dictating machine, following detailed instructions.

Many clerical duties are performed by the Stenographers when they are not taking dictation or typing. Office files are maintained and supplies ordered. Data is compiled from files and other sources, and arithmetic calculations may be needed to prepare reports. Data may also be entered on applications, purchase orders, financial and police records, and other legal documents, following established procedures.

Important duties are checking the progress of ongoing legal actions, maintaining followup records related to them, and assuring that notices and other forms are prepared and processed to meet legal requirements and deadlines. Information is also given about procedures required in handling these actions.

Generally, LEGAL STENOGRAPHERS in the courts work for a court attorney or an official in an administrative unit of a court, such as a probation department. Assignments from a stenographic pool may also be given on an hourly or daily basis.

### Job Requirements

Graduation from high school or business school with courses in stenography and typing is required as a minimum by most court systems. In addition, 1 to 2 years of office



experience is desirable. Performance tests are administered to candidates who should be able to take dictation at 100 words a minute and type 50 to 60 words a minute. Preference in hiring is usually given to applicants who have additional training and take special courses at a community college or business school. All LEGAL STENOGRAPHERS must have good hearing in addition to good vocabulary, spelling, punctuation, and grammar skills; and a knowledge of legal terminology.

### Opportunities

Competition for the job of LEGAL STENOGRAPHER is growing as more graduating students enter the job market and apply for jobs in government service. In spite of this, employment in the local, State, and Federal courts is expected to increase as operations continue to expand. This demand should remain strong because of the need to speed up handling of the rising number of criminal cases.

LEGAL STENOGRAPHERS, on the basis of additional training and examination, may advance to become Short-hand Reporters. In larger courts, promotion may be available to senior or supervising LEGAL STENOGRAPHERS. They would then supervise the work of a legal stenographic pool consisting of a number of LEGAL STENOGRAPHERS who provide stenographic services to a large staff of attorneys, Court Administrators, and other administrative personnel.

For those who are qualified but do not plan to work in the court system, this job also can be found in most law firms.

DOT Title and Code: LEGAL STENOGRAPHER 202.362-014

## Legal Transcriber

### Transcribing-machine operator

LEGAL TRANSCRIBERS, using earphones, prepare transcripts (typed copies) of tape-recorded court proceedings and various legal and confidential materials such as petitions, briefs, opinions, pleadings, depositions, and legal correspondence. Drafts (rough copy) are typed and later, after review, final copies are prepared. Before starting to use the recording equipment, Transcribers read the instructions prepared by the person making the recording for special instructions and for corrections to be made. After use, the completed tapes are filed and the equipment is cleaned. The Transcriber may use reference books, such as dictionaries and word finders, to correct language and spelling. Completed transcripts are proofread, corrections made, and the completed work distributed.

### Job Requirements

Graduation from high school, or the equivalent, and 1 to 3 years of clerical and typing experience are generally the minimum requirements for individuals who wish to become Transcribers in the court system.

LEGAL TRANSCRIBERS must be able to hear accurately and distinguish between different voices on recordings. Other requirements include typing speed of 50 words a minute with a high degree of accuracy; good spelling and vocabulary; ability to proofread accurately; and knowledge of legal terminology.

### Opportunities

Employment opportunities in the local, State, and Federal courts are expected to increase as the courts continue to expand their operations. The number of persons employed in this job is expected to grow about as fast as other occupations in the court system.

With additional training and experience these workers may advance to supervisory positions.

The job can also be found in many law firms and other types of businesses that need transcribing skills.

DOT Title and Code: LEGAL TRANSCRIBER 203.582-058

## Paralegal Assistant

Legal aide  
Legal assistant  
Paralegal specialist  
Paralegal technical assistant

PARALEGAL ASSISTANTS help State attorneys in the court system with legal tasks that are relatively routine in nature. The work they do is of legal-clerical or legal-technical nature or consists of special court work assignments.

Established rules, regulations, and procedures are applied to solve minor legal problems. Under the direction of a court attorney, research assistance is given in locating, assembling, and summarizing information about pertinent laws, memoranda, documents, specific legal subjects, or other legal data, for use in preparing cases for trial or other purposes. The PARALEGAL ASSISTANT may also prepare routine legal papers or drafts for review and use by State attorneys. Other duties may include organizing and maintaining files of legal papers, filing legal documents with the Clerk of the Court, or checking these documents to insure completeness of information and conformance to legal or office requirements.

Assistants may also schedule and attend hearings or contact and interview defendants, citizens, witnesses, or

police officers to obtain information and legal documents, such as sworn affidavits or voluntary consent agreements.

Some assignments may concern examining and analyzing complaints and evidence of alleged or suspected violations of the law and preparing reports of their findings.

### Job Requirements

At the present time, there is no nationwide standardization in requirements for hire or certification of PARALEGAL ASSISTANTS. Ranging from a minimum of high school graduation combined with 2 years of general and specialized experience to a college degree with some legal training, the requirements vary according to State, size and type of court, and job duties. General experience consists of responsible office work in which the person has demonstrated ability to perform all clerical duties satisfactorily. Specialized experience may be administrative, technical, or other responsible work related to legal activities. Legal secretarial or other legal-clerical work falls into this category. Courses of study in criminal justice at the associate college level, are also considered desirable.

To supplement hiring basics, there are many inservice training programs in addition to training available in various educational institutions such as business schools, paralegal training institutes, junior and senior colleges, and continuing education divisions of some law schools.

Regardless of job duties, a PARALEGAL ASSISTANT should have knowledge of legal forms and procedures; a good English and legal vocabulary; and a logical mind to search for legal information, organize and deal with large amounts of data, and write clear, concise reports. It is also important for these workers to be able to deal effectively with people because they may have to meet with citizens, the police, and court personnel.

### Opportunities

The job of PARALEGAL ASSISTANT came into existence in recent years as part of court modernization programs. It was intended to relieve attorneys in local, State, and Federal courts of many clerical and investigative duties and leave them free to devote more time to prosecution of cases. As court caseloads have risen along with crime rates, efforts to cut down on backlogs of cases have led to increased hiring of support personnel such as PARALEGAL ASSISTANTS. This trend is expected to continue, with opportunities best for those who have received formal, specialized training as part of criminal justice education programs.

The legal field also employs these workers.

DOT Title and Code: None

## Polygraph Examiner

Polygraphist  
Lie-detection examiner

Using an instrument known as a polygraph, POLYGRAPH EXAMINERS conduct examinations of individuals to learn whether they are speaking the truth. Although the polygraph is frequently called a lie detector, this sensitive instrument does not actually record whether a person is telling the truth or lying, but rather, makes a permanent visual recording (tracing) of breathing rate, blood pressure, and electrical resistance of the skin—bodily functions affected by stress, which in turn indicate emotional response.

When an individual has been selected for examination, questions are prepared in advance by the Examiner, based on information from the case investigation. During the pretest interview, the Examiner tries to put the person at ease by engaging in conversation and also by explaining the test and procedures to be used. The equipment is attached to various parts of the subject's body, and initially, the questions asked have nothing to do with the case. The answers are simply used to record a normal response pattern. Questions concerning the case are then asked, in order to record reactions that may indicate the presence of stress due to lying. The two tracings are compared and carefully analyzed. A detailed report is prepared indicating degree of abnormality in the patterns and also sensitivity to certain questions or areas of questioning. These findings are then discussed with investigative staff.

Duties of the POLYGRAPH EXAMINER include gathering information for use in preparing questions for a polygraph examination. Testifying in court as an expert witness is often part of the job and other tasks include keeping records of all examinations and maintaining the equipment used.

Some POLYGRAPH EXAMINERS use a Psychological Stress Evaluator (PSE), which measures minute muscle tremors in normal speech. Under stress, the tremor is automatically suppressed by the nervous system. With this test, an individual does not have to be hooked up to any equipment because either the voice or a recording is used to make a graph of the voice pattern. Absence of the tremor is interpreted as an indication that an individual is lying.

Besides the courts—local, State, and Federal—employment is found by these workers in police and sheriffs' departments, and in the FBI. Other places of employment are large retail stores, large retail drug companies, and private security concerns that provide polygraph examination services for business and industry. Some experienced POLYGRAPH EXAMINERS instruct in lie-detection schools.



### Job Requirements

Entrance into the field of polygraph examining normally requires a college degree, although 2 years of college training in criminal investigation work is acceptable in some courts. Other requirements include a minimum of 6 weeks of full-time study in an approved lie-detection school, followed by no less than 6 months of intern or on-the-job training to learn basic polygraph skills. Many lie-detection schools also require completion of at least 30 specific polygraph examinations before granting an Examiner's certificate.

In all cases, a POLYGRAPH EXAMINER must have a clean record with no convictions for felonies, misdemeanors, or moral turpitude.

Aptitudes and skills needed include ability to get along easily and well with various types of individuals who are being tested; good command of English to write clear, concise reports; an analytical mind to interpret tracings; and good powers of observation to note minute differences in the behavior of subjects.

### Opportunities

Overall growth in court employment will probably be most visible in the area of support personnel. Continued growth in caseloads and increased public pressure to reduce delays and backlogs is expected to result in higher employment of POLYGRAPH EXAMINERS. Opportunities will

be best for those who have received formal training in an accredited or State-approved school. The American Polygraph Association is the national representative of the polygraph field.

DOT Title and Code: POLYGRAPH EXAMINER 199.267-026

## Probation Officer

Court service officer  
Pretrial service officer

PROBATION OFFICERS are concerned with services aimed at rehabilitation of adults and juveniles who have broken the law. Their duties deal with prehearing and presentencing investigations of offenders, in addition to court-ordered supervision of offenders who have been found guilty, received suspended sentences, and been allowed to remain in the community on probation, instead of being confined to a correctional institution.

PROBATION OFFICERS who work for juvenile courts may screen cases before formal charges are prepared. The purpose is to separate cases requiring formal prosecution from those that can best be handled by other agencies in the community. When an offense is minor in nature and directly related to family problems, the juvenile, the family, and the community are best served by diverting the case from the courts to agencies that can provide counseling and other supportive services. These OFFICERS may also assist in investigations of child custody and child abuse cases at the request of a judge. They may make arrangements for child placement or adoption, or collect court-ordered payments for support of children or families.

When conducting presentencing investigations, information is gathered about an offender through review of pertinent records of employment, schooling, and arrests, as well as by interviews of the family, employers, and school and police authorities. The material is analyzed and a report prepared in order to make a judgment concerning the probability of future criminal behavior, to recommend rehabilitative treatment, and to assist the judge in sentencing.

After the judge has placed an offender on probation, the PROBATION OFFICER is responsible for insuring compliance with the terms of this conditional release. Regular visits are scheduled and guidance is given in dealing with the personal, financial, and other problems that led to criminal behavior. The offender may be helped to secure employment, enter school, or get training to improve work skills. Referrals may also be made to community rehabilitation programs dealing with drug, alcohol, health, or emo-

tional problems. The PROBATION OFFICER checks to see that the probationer stays out of trouble; stays in school or at work; keeps away from hard liquor and drugs; and obtains permission before changing residence or job, leaving jurisdiction of the court, or marrying. When the conditions of probation set by the court are violated, a recommendation for revocation may be made or the offender may be brought back to court for further case review by the judge.

PROBATION OFFICERS work under the general supervision of a Chief Probation Officer and may be administratively attached to the courts—local, State, or Federal—or to independent agencies serving them. Although the usual workweek is 37½ to 40 hours, working occasional overtime is necessary, as well as being on call 24 hours a day to handle emergencies. Because many clients are at work or school during the day, evening and weekend appointments often have to be made. Also, depending on the assignment, the entire workday may be spent in the office or be almost equally divided in time spent both in and out of it.

PROBATION OFFICERS are subject not only to the pressures of deadlines and needs of the probationers whom they supervise, but also to assignment of heavy caseloads. In spite of these stresses and the disappointments with which they have to deal, the job offers the satisfactions that come from gaining the confidence and cooperation of probationers and helping them to become useful members of the community.

### Job Requirements

The usual minimum entrance requirement in this field of work is graduation from college, preferably with a major in one of the social sciences. Coursework should include economics, sociology, social anthropology, psychology and statistics. Public speaking and journalism courses are also useful for such activities as interviewing, participating in conferences, and preparing case histories and reports.

As the PROBATION OFFICER advances in experience and responsibility, 1 to 2 years of graduate study, a combination of experience and graduate work, or a master's degree are necessary for assignment to higher level jobs in supervision or administration. PROBATION OFFICERS meeting certain academic and experience requirements are eligible to join the National Association of Social Workers—evidence of meeting high qualification standards.

To be appointed to jobs in city, State, or Federal civil service, the individual agency must be contacted for information about conditions to be met for appointment. Usually a written or oral examination must be passed, in addition to satisfying other requirements. Noncivil service jobs can be obtained by making direct application to various employing agencies. Colleges and schools of social work usually have bureaus for placement of their qualified students.

Besides educational and experience requirements, personal characteristics are also important. Work as a PROBATION OFFICER requires ability to communicate easily with all types of individuals and to win their respect and cooperation. Emotional stability is needed to deal with the emotional and mental stresses of the job, to keep feelings and prejudices under control, and to avoid moral judgments. An analytical mind, capable of weighing complex situations and choosing the most suitable courses of action for rehabilitation of individual offenders, is also essential.

### Opportunities

The field of probation suffers from a shortage of personnel, partly as a result of insufficient funding. This is especially true in probation departments located in large urban areas that have rising crime rates. PROBATION OFFICERS will also be needed because of greater dependence on noninstitutional treatment and supervision of the offender.

With additional experience and education, PROBATION OFFICERS can advance to positions in administration and supervision.

DOT Title and Code: PROBATION OFFICER 195.167-034

## Shorthand Reporter

Court reporter  
Hearing reporter

SHORTHAND REPORTERS take down every word, exactly as spoken by witnesses and others, during sessions of the court that may take place in court, in judges' chambers, or in other locations. Included are testimony, objections and exceptions by counsel, judicial rulings, and charges to the jury. These Reporters take shorthand notes using a stenotype (shorthand machine). Portions of the material may be read aloud at the request of the judge, during a trial, and witnesses and attorneys may be asked to repeat any statement that is not clearly heard. Typewritten transcripts are prepared or the notes are redictated on dictating equipment for transcription by a Transcriber. All completed transcripts, which are then the official court records, are checked for accuracy, certified by the SHORTHAND REPORTER, and filed with the Clerk of the Court.

### Job Requirements

Requirements for becoming a SHORTHAND REPORTER vary from locality to locality and may include different combinations of education and stenographic experience.

Generally, the basic requirements are a high school diploma, or its equivalent, with shorthand and typing courses; graduation from a recognized school of court reporting; and experience in word-for-word reporting of various proceedings. Fourteen States require certification as a Certified Shorthand Reporter (CSR). Some of these States will hire with the condition that the person be certified within 1 year. Another designation is also available—the Registered Professional Reporter (RPR). The applicant must pass a two-part examination and must also participate in continuing education programs in order to qualify. The RPR denotes excellence in the profession.

In addition to the above, all SHORTHAND REPORTERS must be able to express themselves effectively, orally and in writing. Language abilities needed include good command of English vocabulary, spelling, punctuation, and grammar, as well as an extensive knowledge of legal and medical terminology. These workers must have normal hearing and good finger dexterity. They must also cope with the pressures of deadlines and with taking dictation at a high rate of speed—as much as 200 words a minute—sometimes under difficult circumstances; typing at a rate of 50 net words a minute; and then transcribing with speed and no

loss in accuracy. Reporters must also be willing to travel around the State, when needed.

Many SHORTHAND REPORTERS work as freelance reporters, recording proceedings at meetings and conventions for attorneys or business executives. Still others record the proceedings of legislative bodies, such as Congress, State legislatures, and local, State, and Federal agencies.

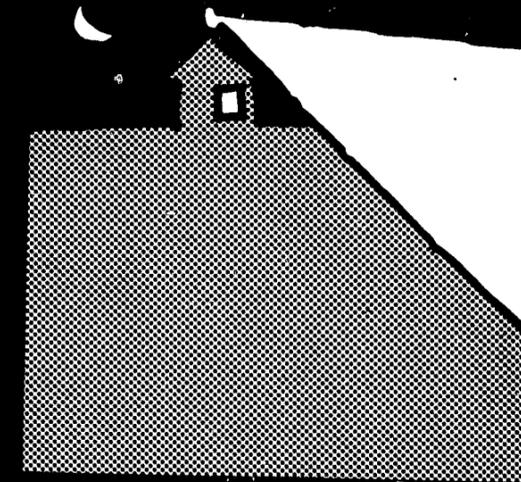
### Opportunities

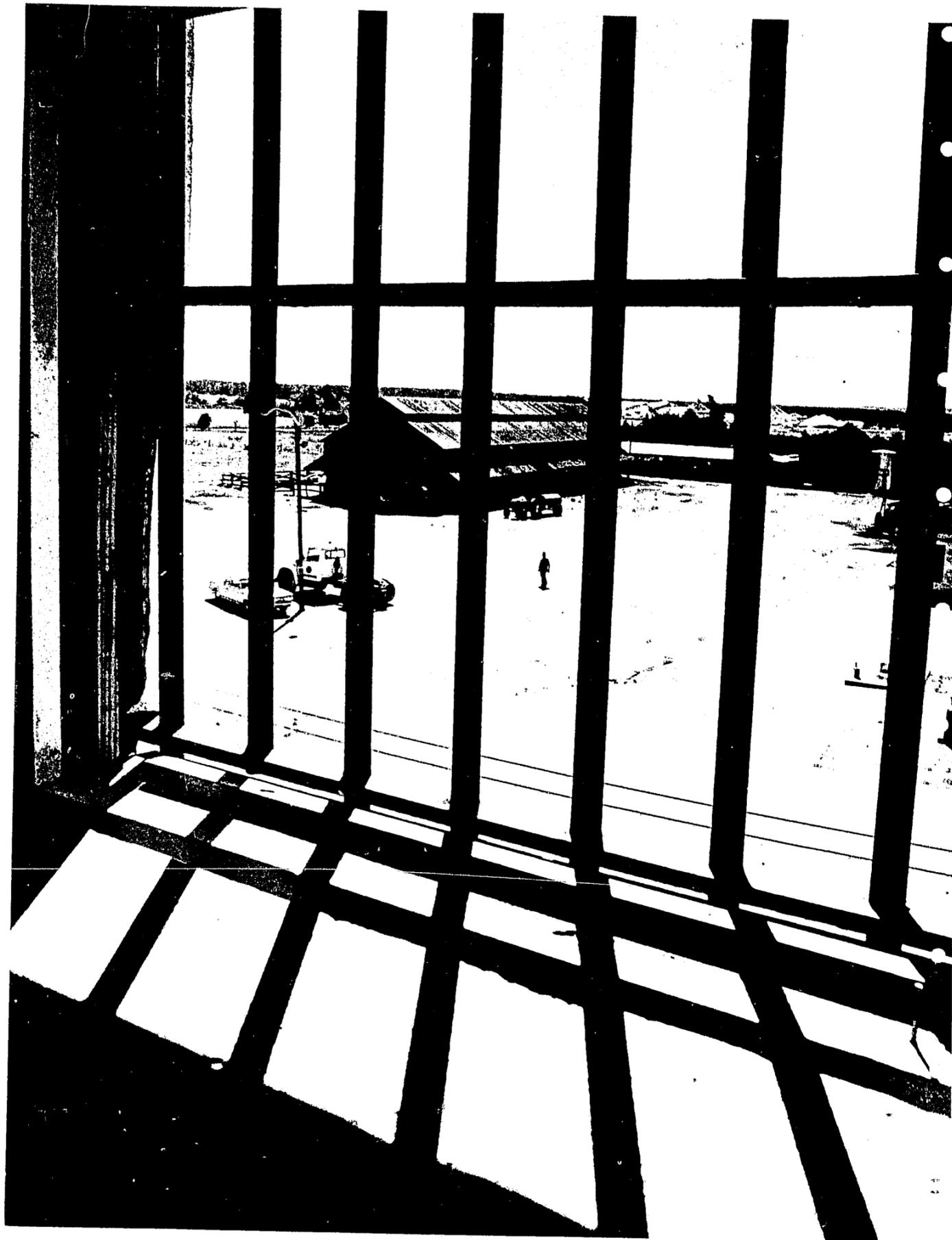
The employment prospects for skilled SHORTHAND REPORTERS should remain strong as Federal and State court systems expand to handle the rising number of criminal court cases and lawsuits. Competition for entry level jobs is increasing as more students become interested and enter the field. Opportunities will be best for those who have received specialized training in typing and shorthand, and who have also earned certification by the National Shorthand Reporters Association.

SHORTHAND REPORTERS in the larger courts may advance to the position of Supervising Court Reporter.

DOT Title and Code: SHORTHAND REPORTER 202.362-010

## Occupations in Corrections and Rehabilitation





This section of the *Guidebook* describes occupations dealing with the correctional treatment of adult and juvenile offenders both inside and outside institutional settings. The occupations are those having to do with confinement, rehabilitation, and parole of offenders. They may be divided broadly into custodial, rehabilitative, and administrative occupations.

Correction Officers are employed in prisons, detention centers, jails, and similar facilities maintained by Federal, State, county, and local governments. These facilities are classified in terms of security: maximum, medium, and minimum, with each classification reflecting the relative level of supervision inmates receive and the privileges and freedom of movement they are permitted.

Correction officers enforce rules and regulations governing the operation of correctional facilities, maintain order within the facilities, and insure the safety and protection of inmates. Because of their close and continual contact with inmates, correction officers are an important link in the offender rehabilitation process now considered the most important function of the criminal justice system.

Rehabilitation workers work with adult and juvenile offenders, both inside and outside correctional institutions, in an attempt to restore them to a state of moral, physical, mental, academic, social, vocational, and medical adequacy. The rehabilitation attempts are part of a planned process based upon complete reviews of offenders' case histories and are intended to meet the needs of each individual offender. It is hoped that as a result of the efforts of rehabilitation workers, offenders will be better able to adjust to home and community life after their release from confinement and will not return to crime.

Within the institution, medical services, vocational and academic training, recreational programs, and group and individual therapy are available under the direction of psychologists, psychiatrists, counselors, and other professionals. Outside the institution, Parole Officers are responsible for the supervision and continued rehabilitation of

offenders by providing access to educational and employment opportunities and to a variety of other community-based resources, such as psychiatric facilities and welfare and family agencies.

Administrative workers, such as Education Supervisor and Classification and Treatment Director, plan, organize, coordinate, direct, and evaluate the various educational, vocational, recreational, religious, and health-care programs found in the modern correctional institution (see chart 2).

It seems probable that in the future, as correctional institution populations continue to increase, the pressure for community programs and other alternatives to incarceration will continue, resulting in the need for more administrative and rehabilitative personnel. The variety of institutions will grow; there will be more use of temporary detention homes and halfway houses where custody and security no longer take precedence.<sup>1</sup>

Individuals considering a career in corrections should possess a concern for people in difficulty, be sensitive to human needs, and have an interest in assisting fellow human beings.

The following occupational descriptions cover custodial, rehabilitative, and administrative jobs found in the Corrections and Rehabilitative segment of the criminal justice system.

<sup>1</sup> *Task Force Report: Corrections* (Washington: President's Commission on Law Enforcement and Administration of Justice, 1967).

## CUSTODIAL

### Attendant, Children's Institution

Child-care attendant  
House parent  
Special school counselor  
Youth service worker

ATTENDANTS, CHILDREN'S INSTITUTION, under the direction of the residence supervisor or superintendent, are responsible for the custody, supervision, and care of offenders in juvenile correctional facilities.

Attendants observe the movements of inmates for signs of disorder, tension, and unusual behavior, and attempt to prevent infractions of rules, to break up fights, or other disturbances, and report incidents to their supervisors. They monitor visits to inmates in order to maintain security and safety of other inmates, visitors, and facility staff. Attendants answer questions from newly arrived offenders to acquaint them with the rules, conditions, and benefits of the correctional facility. Other Attendants are responsible for awakening inmates each morning, and making sure they are properly dressed and fed, and ready for the day's activities. They patrol assigned areas to prevent escapes and search inmate living and other areas for weapons, drugs, or other contraband. ATTENDANTS, CHILDREN'S INSTITUTION, advise inmates regarding desirable personal and health habits. They may screen incoming and outgoing inmate mail to prevent the transmittal of illegal materials. Attendants also assign tasks to inmates and supervise such activities as washing, dusting, and cleaning the correctional facility. When necessary, they discipline juvenile offenders or recommend disciplinary action to their supervisors. Some Attendants may drive or escort inmates between the correctional facility and outside locations for required services. They also may write progress reports on inmates and make recommendations for the betterment of inmate services.

Attendants are employed in juvenile correction facilities such as training schools and detention centers (generally holding sites for juveniles awaiting court disposition).

Most detention centers are administered by local government agencies (towns, cities, counties). Training schools are usually administered by the States through their departments of youth services.

Although work in juvenile correctional facilities is not normally considered hazardous, there is always the threat of trouble or danger from emotionally disturbed and disorderly

youth. Because security in correctional facilities is a constant consideration, Attendants may be required to work holidays, weekends, and nights, usually on one of three different shifts. The work week is usually 40 hours, 8 hours a day.

### Job Requirements

Students considering work as ATTENDANTS, CHILDREN'S INSTITUTION, in juvenile correctional facilities should have a patient and sympathetic but objective approach in their contacts with juvenile offenders. The ability to exercise tact and good judgment in emergencies is also required. Attendants usually learn how to perform required tasks by on-the-job training.

A high school diploma or possession of a certificate of high school equivalency (GED) is usually required by most States for this entry level job. Other States require some experience in correctional or social service work. Some States will accept the rearing of one's own children as acceptable background experience. Attendants in juvenile correctional facilities in most States are covered under State civil service laws.

### Opportunities

Employment prospects for ATTENDANTS, CHILDREN'S INSTITUTION, in juvenile correctional facilities are expected to be favorable in the next decade. The number of Attendants needed tends to fluctuate in direct relationship to increases and decreases in juvenile facilities. Another consideration is the amounts of money governments will make available for the rehabilitation of juvenile offenders.

There is usually no defined formal career ladder for Attendants. Without further education and training, opportunities for advancement are limited.

DOT Title and Code: ATTENDANT, CHILDREN'S INSTITUTION 359.677-010

### Correction Officer

#### Guard

CORRECTION OFFICERS, under the direct supervision of a higher ranking officer, are responsible for the custody and security, as well as the safety and well-being of adult and juvenile offenders in Federal, State, and larger municipal correctional facilities.

Owing to their close contact with inmates, CORRECTION OFFICERS may participate as members of corrections teams of caseworkers, psychiatrists, psychologists,

teachers, and others working to help the individual inmate.

Because of the emphasis on the rehabilitation of inmates, CORRECTION OFFICERS in some correctional facilities lead or participate in group counseling sessions to help inmates adjust to life in the institution and to prepare them for life "outside," after their release.

They may be assigned a wide variety of tasks, some dealing almost exclusively with institutional security involving little or no inmate contact, such as manning a wall or gate post, or making periodic rounds of assigned areas checking for faulty bars, gates, locks, doors, and for nonpermissible articles, such as drugs or firearms.

CORRECTION OFFICERS must remain constantly alert for signs of disorders, tensions, and unusual behavior and rule infractions among inmates. They attempt to break up fights, or other disturbances, and report incidents and violations of regulations to their supervisors. In addition to security and custodial responsibilities, CORRECTION OFFICERS may actively participate as team members in the classification process of new inmates. They interview each new inmate to create good inmate-officer relationships and closely observe the inmate's conduct, response to authority, overall attitude, and relationship with other inmates, as well as abnormal behavior, and report results to their supervisors, verbally or in writing.

CORRECTION OFFICERS may be required to administer first aid in emergencies or censor inmates' mail.

CORRECTION OFFICERS work in maximum, medium, and minimum security correction facilities. The facility may be a penitentiary or prison, usually located outside of metropolitan areas, or a smaller facility, such as a prison camp, detention center, correctional center, treatment center, or prerelease center located in cities or towns. Men and women are usually housed in separate institutions, although some facilities have separate sections for men and women under one roof.

In emergency situations, such as riotous inmate behavior and attempted escapes, a CORRECTION OFFICER may be required to use firearms, chemical agents, and other emergency equipment. Because institutional security is a 24-hour responsibility, CORRECTION OFFICERS may be required to work nights, holidays, weekends, and overtime during emergencies. They usually work an 8-hour day, 40-hour week. Correction Officers must have the ability to stand and walk for long periods of time.

### Job Requirements

Because CORRECTION OFFICERS are an important link in the offender rehabilitation process, students considering such employment should be tuned to the needs of people in trouble and have an interest in helping them overcome their problems.

High school graduation or its equivalent or qualifying work experience is required for employment in most penal

systems. Applicants should be at least 21 years old and in good health. Many States require applicants to pass a civil service examination. Other States require applicants to have some experience in corrections or related work, for example, military service. Education above the high school level may be substituted for general experience by the U.S. Office of Personnel Management for employment in the Federal prison system. Many universities and community colleges now offer courses in criminal justice.

Most States require that applicants meet certain height and weight requirements and have good vision and hearing.

The Federal Bureau of Prisons provides 2 weeks of formalized training in two staff training centers for all new employees in the Federal correctional system. In some States, newly hired CORRECTION OFFICERS are required to complete formal training programs. Most States and local governments use experienced officers to train new employees informally, on the job.

### Opportunities

Employment prospects for CORRECTION OFFICERS are expected to be favorable during the next decade. The continuing trend toward a rise in the population in correctional facilities is expected to increase the number of CORRECTION OFFICERS needed. Officers who retire, are promoted, or transfer to other occupations will also have to be replaced.

Promotional opportunities in this field are generally good. CORRECTION OFFICERS may advance to correction sergeant, lieutenant, captain, and associate warden, custody. With additional education, they may qualify for related jobs, such as Parole and Probation Officer, or administrative positions in the institution.

DOT Title and Code: CORRECTION OFFICER 372.667-018

### Immigration Guard

IMMIGRATION GUARDS work in the Immigration and Naturalization Service of the U.S. Department of Justice. They are responsible for the detention of aliens who are being investigated before being released or deported. In the detention facility they enforce rules and regulations for the safety, health, and protection of inmates. They observe the conduct and behavior of inmates and inspect doors, locks, gates, windows, etc., to make sure they are secure. They guard and observe inmates during work assignments. Working outside the detention facility, they take into custody and deliver aliens to such places as hospitals, doctors' offices, courts, juvenile detention facilities, and jails. They escort

aliens from detention facilities to settle business affairs, recover personal effects, and make purchases. They escort aliens departing or arriving by train, car, airplane, ship, or bus, and may be required to travel throughout the United States and foreign countries. They prepare and maintain records pertaining to aliens. In emergency situations, IMMIGRATION GUARDS may be required to use firearms and other emergency equipment. They usually work an 8-hour day, 40 hours a week; night, holiday, and weekend work may be required.

### Job Requirements

Applicants for the job of IMMIGRATION GUARD must be U.S. citizens and pass a written Federal civil service examination as well as medical and physical examinations. They usually must be able to operate an automobile and have a valid driver's license.

### Opportunities

Advancement to jobs of greater responsibility usually depends on passing promotional examinations. IMMIGRATION GUARDS can advance to supervisory and administrative jobs in the Immigration and Naturalization Service.

DOT Title and Code: GUARD, IMMIGRATION 372.567-014

## Jail Officer

### Jail keeper Turnkey Guard

JAIL OFFICERS, under the direct supervision of a higher ranking officer, detain persons in what are usually local or county facilities. Jails provide confinement for minor offenders serving short sentences and for the detainment of persons accused or convicted of crimes who are between arrest and disposition within the criminal justice system.

JAIL OFFICERS enforce maximum security when receiving new prisoners or detainees. Before locking them in cells they search the prisoners for contraband, such as drugs and weapons. They make periodic rounds of assigned areas checking for possible violation of regulations or unusual incidents, and report irregularities to their supervisors.

JAIL OFFICERS are usually responsible for the general well-being of prisoners or detainees and may serve their meals, obtain medical aid if needed, and distribute items purchased by inmates, such as cigarettes, candy, and toilet articles.

Some JAIL OFFICERS prepare admission records for new prisoners and detainees. They may escort prisoners or

detainees while in transit between courtrooms, jail, and medical facilities.

In county jails, JAIL OFFICERS are considered law enforcement personnel, and, although recruited under the title deputy sheriff, are assigned to the jail as JAIL OFFICERS.

Some sheriff's departments rotate their personnel between jail duties and patrol; this is not usual, however.

JAIL OFFICERS work in local or county jails and police precinct station houses, and sometimes in courtrooms.

The scheduled workweek for JAIL OFFICERS is 40 hours in jails and precinct station houses. Because prisoners and detainees must be guarded around the clock, some JAIL OFFICERS may have to work nights, weekends, and on holidays.

In emergency situations, JAIL OFFICERS may be required to use firearms and other emergency equipment to maintain order and prevent escapes.

### Job Requirements

High school graduation or equivalent, or qualifying work experience is necessary for employment in jails in most localities. Some localities require applicants to pass a written examination. Applicants generally must be at least 21 years of age, in good health, and must meet local standards of height, weight, vision, and hearing. Most local governments use experienced JAIL OFFICERS to train new employees informally, on the job.

### Opportunities

Employment prospects for JAIL OFFICERS are expected to increase slightly in the next decade. However, this increase will depend on the amounts of money available to local and county governments for the construction of modern jails and the renovation of those in disrepair. Most job openings will result from the need to replace JAIL OFFICERS who retire or transfer to other occupations.

JAIL OFFICERS may advance to sergeant, lieutenant, or captain, who supervises and coordinates the activities of jail staff.

DOT Title and Code: JAILER 372.367-014

## REHABILITATIVE

### Child Welfare Caseworker

CHILD WELFARE CASEWORKERS in corrections are primarily concerned with providing social services for children and youth with behavior problems, and with helping parents deal with the problems.

They counsel juveniles and advise parents on their children's attitudes and conduct. They place delinquent youth in institutions, foster and adoptive homes, group residences, and medical treatment residences. CHILD WELFARE CASEWORKERS counsel facility staff, refer juveniles and parents to community resources, and investigate home conditions to protect juveniles from harmful environments.

CHILD WELFARE CASEWORKERS have a close working relationship with people from other professions, such as physicians, Psychiatrists, Psychologists, Judges, Teachers, and Lawyers. They work approximately 35 to 40 hours a week, and occasionally evenings and weekends. A good deal of paper work and recordkeeping is involved.

### Job Requirements

Students considering careers as CHILD WELFARE CASEWORKERS should be emotionally mature and concerned about people and their problems. They must work and get along with those different from themselves. They must be able to work independently and to cooperate with persons from other professions. The ability to write clear and complete case history reports is important in this work.

The basic educational requirement for a career as a CHILD WELFARE CASEWORKER is a 4-year bachelor's degree with a major in the social sciences. Undergraduate work should include courses in sociology, economics, psychology, social anthropology, and statistics. Journalism and public speaking courses are helpful in interviewing, writing reports and case histories, and participating in conferences. A master's degree or some combination of related experience and graduate work is desirable for supervisory and administrative positions. Those who meet certain academic and experience requirements are eligible to apply for membership in the National Association of Social Workers. Acceptance as a member provides evidence that the CHILD WELFARE CASEWORKER has met high professional standards. Some States have licensing or registration laws regarding social work practice and the use of professional social work titles by persons who qualify.

Civil service requirements usually dictate the conditions of appointment to jobs in Federal, State, county, and local agencies. Applicants usually have to take and pass a written or oral examination for appointment.

### Opportunities

Employment opportunities for CHILD WELFARE CASEWORKERS are expected to be favorable during the next decade. Problems caused by social change, tensions of the time, and the relatively high levels of unemployment are expected to maintain a strong and steady demand for these workers. In addition, many new jobs will become available because of the creation or expansion of programs and services for juvenile offenders.

Without graduate education, opportunities for advancement are usually limited. With experience and additional training and/or education these workers can advance to supervisory, administrative, teaching, or research positions in their own departments.

DOT Title and Code: CASEWORKER,  
CHILD WELFARE 195.107-014

## Clinical Psychologist

### Staff psychologist

CLINICAL PSYCHOLOGISTS in adult and juvenile correctional facilities observe, diagnose, and attempt through psychotherapy and other techniques to moderate the behavior of emotionally and mentally disturbed inmates.

One of the Psychologist's primary duties is in the evaluation of newly admitted inmates for purposes of classification. Inmates are interviewed and have diagnostic tests to assess their intellectual and personality characteristics and achievement levels. After classification, inmates are assigned to jobs, educational programs, or vocational training within the institution. Psychologists evaluate the readiness of parole candidates for community living. They also help to identify inmates with severe mental or emotional disorders, who may need referral to special facilities, as well as those with milder problems, who may be treated locally.

Counseling is primarily geared to vocational planning and to preparation of the inmates' return to the community. CLINICAL PSYCHOLOGISTS employ various therapeutic techniques, such as group discussion meetings, psychodrama, milieu therapy, and other methods to treat psychological disorders.

They may participate in the planning and development of training programs for adult and juvenile inmates and consult



with and provide training to the staff. They consult and work with Psychiatrists, Social Workers, inmates' families and friends, and others concerned in diagnosis and treatment. Psychologists prepare detailed written reports covering inmates' progress and adjustment to the facility and the program objective.

In correctional services, CLINICAL PSYCHOLOGISTS are employed in adult and juvenile correctional facilities, by the courts, probation departments, and parole boards. Their skills are also used in such organizations as hospitals, clinics, rehabilitation centers, Federal, State, and local government agencies, research organizations, business firms, and educational institutions. Others work as consultants or are in private practice.

CLINICAL PSYCHOLOGISTS work approximately 40 hours a week and may work weekends and evenings. Work may be stressful at times owing to the unpredictable and sometimes violent behavior of disturbed inmates.

### Job Requirements

Students considering a career in psychology in corrections should have an interest in people, be emotionally mature, and be able to deal effectively with adult and juvenile offenders who may be disturbed and difficult to cope with.

Students considering the profession in corrections can expect to spend many years in training and preparation beyond the high school level. Most opportunities exist for individuals with doctoral degrees in psychology. Individuals with lesser degrees may in many cases not be identified as Psychologists. Specializations, such as clinical psychology, require completion of an internship in conjunction with a doctoral program of study.

High school students can prepare for this career by enrolling in an academic program of study, including subjects such as English, mathematics, and the social, biological, and physical sciences. Care should be taken to select high school courses that meet college entry requirements.

College preparation for graduate studies should include a major in psychology. Doctoral studies involve an additional 3 to 5 years of graduate work. Beyond this, the top in formal recognition is that of the diplomate in psychology. This is similar to the recognition accorded by the various medical speciality boards. Becoming a diplomate takes at least 5 years of experience beyond the Ph.D. or the Psy. D. (Doctor of Psychology), plus an examination before the American Board of Examiners in Professional Psychology.

All 50 States and the District of Columbia have licensing or certification requirements for Psychologists. The States of California, Colorado, Maryland, Minnesota, New Mexico,

North Dakota, Oregon, South Dakota, Utah and Iowa have continuing education requirements for licensing or certification renewal. Psychologists in private practice must be licensed or certified, and in nearly all States must possess a doctoral degree. The State board of examiners conducts examinations and issues licenses or certificates to practice. In addition to legal standards, Psychologists work under a code of professional and scientific ethics established to protect the public and to insure the highest quality of practice.

### Opportunities

Opportunities for CLINICAL PSYCHOLOGISTS specializing in correctional services are expected to grow because Psychologists are becoming more involved in all facets of the criminal and juvenile justice system. In general, promotions are based upon levels of experience and competence, as well as upon completion of advanced education courses.

DOT Title and Code CLINICAL PSYCHOLOGIST 045.107-022

### Correction Counselor

Guidance counselor  
Vocational advisor  
Vocational counselor

CORRECTION COUNSELORS are professionals who use counseling techniques, records, and tests and who consult with other professionals, such as Psychologists and Psychiatrists, to guide and assist adult and juvenile inmates in correctional facilities in their adjustment to their new environment. They encourage inmates to upgrade their educational and vocational skills and to change their behavior in order to prepare them for future release into the community.

CORRECTION COUNSELORS meet with inmates to gather information about their backgrounds, abilities, and interests, and to provide them with information about the correctional facility and its programs. They identify problems that affect inmates' attitudes and behavior and develop appropriate rehabilitation programs. They conduct individual and group therapy sessions to guide inmates in the identification and resolution of personal problems not related to institutional living. COUNSELORS also prepare detailed written reports covering inmates' progress and adjustment to the institution and the program objectives.

CORRECTION COUNSELORS work closely with inmates, their families and friends, and the correction facility's custodial, administrative, and professional staff. Coun-

seling sessions with inmates may be stressful because of the uncooperative attitude of some inmates or the nature of the problem being discussed. CORRECTION COUNSELORS work approximately 40 hours a week and may work evenings or weekends in a correctional facility.

### Job Requirements

Students considering a career in counseling in corrections should be emotionally mature; be able to relate to and obtain the confidence of various personality types; be able to work independently; and above all, have a strong interest in helping people resolve their problems. Federal, State, county, and municipal civil service requirements in the specific locality dictate the conditions of appointment of counseling jobs in corrections. Applicants usually have to take and pass a written or oral examination for appointment.

Educational requirements range from a bachelor's to a master's degree in vocational counseling or in a related field, such as psychology or guidance education. For those lacking graduate training, experience in a related field, such as rehabilitation counseling, social work, or psychology, is frequently acceptable. Undergraduate work should include courses in sociology and psychology. At the graduate level, requirements usually include courses such as techniques of counseling, industrial psychology, occupational information, psychological principles and psychology of careers, group guidance methods, and counseling followup techniques.

More than 450 colleges and universities offer counseling education programs at the graduate level, mainly in departments of education or psychology. At the present time, correctional counseling is probably the most neglected area of counselor training programs. There is almost a complete absence of courses, training programs, internships, and research aimed specifically at counseling in corrections.

### Opportunities

The demand for CORRECTION COUNSELORS in both adult, and juvenile correctional facilities is expected to increase during the next decade. However, competition for jobs among CORRECTION COUNSELORS with master's degrees or experience in related fields is expected to be much keener. Contributing to the competitive job situation are the greater number of counseling graduates and uncertainty regarding the amounts of money for counseling services that will be available for Federal, State, county, and municipal correctional facilities and public and community agencies.

Opportunities for advancement in this field are generally good. With experience and a master's degree come advancement to supervisory or administrative positions.

DOT Title and Code: COUNSELOR, CORRECTIONS 045.107-010

## Parole Officer

PAROLE OFFICERS work in either correctional institutions or parole agencies on a Federal, State, county, or municipal level. They are professionals who guide and direct offenders, through a combination of supervision and treatment, as a means of returning them to their families and the community after they have served time in a correctional facility.

PAROLE OFFICERS work with inmates during their confinement in order to prepare the inmates for conditional release to the community. They provide data to the parole authority on each inmate being considered for parole to help the authority determine—based on the inmate's prior history—readiness for release and need for supervision and assistance in the community. PAROLE OFFICERS may also participate in formulating and developing release plans.

Offenders are granted parole subject to certain conditions and it is the PAROLE OFFICER'S duty to see that they comply with these conditions, some of which may be that they report to the PAROLE OFFICER and allow him to visit their places of residence or employment; that they not use or sell narcotics and abstain from the use of intoxicating liquors; that they abstain from wrongdoing; that they not associate with individuals having a criminal record; that they obtain permission to marry or leave the community to which they have been paroled. PAROLE OFFICERS use a combination of surveillance and counseling techniques to enforce standards of behavior and other conditions of parole, which parolees accept when they sign release papers before leaving the correctional facility.

In the community PAROLE OFFICERS meet with friends of the parolee, employers, and family, on an individual or group basis to discuss parolee's adjustment and problems, and to identify feelings or attitudes that may be detrimental to the parolee. PAROLE OFFICERS identify the need for services or treatment by other organizations or agencies, such as psychiatric facilities, schools, and welfare and employment agencies; they refer parolees to community resources that can aid in rehabilitation. They follow up and evaluate the parolee's progress in the community and attempt to resolve any problems that arise. If a parolee disregards parole conditions and refuses to accept parole supervision, the PAROLE OFFICER discusses the problem with his supervisor to determine the need for a change in the treatment plan or revocation of parole. PAROLE OFFICERS may apprehend and arrest parole violators. They must submit written documents and evidence to support charges of parole violation and to support their recommendation for revocation of parole.

PAROLE OFFICERS usually work 37½ to 40 hours a week. Those assigned to an area office may be required to work irregular and late hours in dealing with the problems

of the parolees under their supervision. Parolees are usually people with many problems, and although force is infrequently used, the parole officer should be in sound physical health and have the ability to defend himself should the occasion arise. In a few jurisdictions PAROLE OFFICERS may carry firearms and must demonstrate their ability to use firearms.

## Job Requirements

Students considering careers as PAROLE OFFICERS should be able to communicate orally and exchange information with different types of individuals, occasionally under stressful conditions. The ability to write clear and complete case reports and to evaluate the parolee's adjustment progress are important. The basic educational requirement for a career in this field is a 4-year bachelor's degree with a major in the social sciences. Undergraduate work should include courses in sociology, economics, psychology, social anthropology, and statistics. Journalism and public speaking courses are helpful to PAROLE OFFICERS in interviewing, writing reports and case histories, and participating in conferences. A master's degree or some combination of related experience and graduate work is desirable for supervisory and administrative positions. PAROLE OFFICERS who meet certain academic and experience requirements are eligible to seek membership in the National Association of Social Workers. Acceptance as a member provides evidence that the PAROLE OFFICER has met high professional standards.

Federal, State, county, and municipal civil service requirements in the specific locality dictate the conditions of appointment to the job of PAROLE OFFICER in the civil service. Applicants usually have to take and pass a written or oral examination for appointment. Colleges and schools of social work usually have bureaus that assist in the placement of qualified students outside the civil service. Students may also make direct application to agencies that hire PAROLE OFFICERS.



## Opportunities

More PAROLE OFFICERS will be needed in the next decade than are now available. This outlook is based on the correctional system's rapid progress toward greater use of noninstitutional treatment and supervision in the community, such as probation and parole, and the need for more PAROLE OFFICERS to supervise increasing caseloads.

Advancement to jobs of greater responsibility in parole is usually contingent on a promotional examination or on obtaining additional experience. PAROLE OFFICERS can advance to supervisory and administrative jobs in their own department.

DOT Title and Code: PAROLE OFFICER 195.167-030

## Penologist

PENOLOGISTS in corrections conduct research and study on causes of crime, control and prevention of crime, management of correctional facilities, and effectiveness of correctional programs. They generally agree that an effective inmate rehabilitation program combining job training, job placement, and treatment-counseling for undesirable character traits can significantly reduce the number of persons recommitted to correctional institutions.

PENOLOGISTS may use one or more methods to collect, assemble, and analyze information. These may include: preparation of case studies, tests, surveys, personal interviews, study of historical records, and statistical research.

They have frequent contact in their work with a variety of other specialists, such as economists, cultural anthropologists, statisticians, physicians, social workers, and historians.

## Job Requirements

Students considering a career in this occupation should know the techniques of research and how to apply sociological data and methods to the areas of penology and correction. Communication, both oral and in writing, is important in this work.

The basic educational requirement for a career in this field is a master's degree with a major in sociology and specialization in penology. Directorships of major research projects, high level administrative positions, and consultant work are usually reserved for applicants who have doctoral degrees.

## Opportunities

Employment prospects for PENOLOGISTS as a whole will be best for those holding a doctoral degree, especially

for those well trained in research methods, statistics, and computer science. Opportunities are expected to be favorable for PENOLOGISTS who bring sociological knowledge and skills to such areas as juvenile delinquency, prisons, parole, adult and juvenile rehabilitation, and treatment programs.

In general, advancement in this field depends upon levels of experience and competence, as well as completion of advanced education courses.

DOT Title and Code: PENOLOGIST 054.067-014

## Psychiatrist

Staff psychiatrist  
Medical officer, psychiatry

PSYCHIATRISTS are physicians who specialize in psychiatry, the branch of medicine dealing with mental, emotional, and behavioral disorders. In corrections, they are the primary agents for determining and meeting the mental health needs of inmates in adult and juvenile correctional facilities. They provide diagnostic, therapeutic, advisory, and supportive services to inmates and other medical staff.

Working with other facility staff members who are familiar with inmates and their problems, PSYCHIATRISTS diagnose and treat inmates suspected of having mental disorders. They may administer and direct inmate psychiatric treatment services in the institution's hospital. Treatment may be provided on an individual or group basis and for a short or long term, depending on the needs of the inmate; treatment includes a variety of methods and medications.

PSYCHIATRISTS may examine inmates committed by the courts for short-term study and observation, and they may prepare the reports for the purpose of assisting the court in the proper management of difficult and complex cases, some of which represent serious psychopathologic and diagnostic problems. Or they may examine and report on inmates who suffer from illnesses so serious as to raise the questions of insanity or incompetency.

In addition, PSYCHIATRISTS may work closely with the facility's training officer to provide a program of lectures, movies, or other educational measures to keep new and experienced institutional staff informed of the latest advances in the field of mental health.

Work of any sort in a correctional facility requires a greater degree of caution, watchfulness, and discretion than is usual in most other occupations. Although corrections work is not normally hazardous, there is always the threat of unruliness by inmates with mental disorders.



### Job Requirements

Special qualities are called for in psychiatrists who wish to work directly with adult and juvenile offenders handicapped by mental disorders. They should have a concern for people with mental, emotional, and behavioral problems and a desire to help them. Equally important is the ability to work with such problems objectively. PSYCHIATRISTS should have a warm, friendly personality that inspires confidence in the persons being helped. Patience and perseverance are also needed.

Premedical college preparation should include undergraduate work in physics, biology, inorganic and organic chemistry, and English. To acquire a broad general education, students should take courses in mathematics, the humanities, and the social sciences. Most students who enter medical schools have bachelor's degrees. Medical schools either require or strongly recommend that applicants take the Medical College Admission Test; final scores are one of the factors considered when admitting new medical students. Many State-supported medical schools give preference to residents of their particular States and sometimes to those of nearby States. After medical school (usually 4 years) almost all medical doctors serve a 1- to 2-year residency. Doctors seeking certification in a specialty (psychiatry) spend from 2 to 4 years in advanced residency training usually in public, private, and university hospitals, and in various public and private agencies affiliated with these hospitals for training purposes. Residency is followed by 2 or more years of practice in the specialty and the completion of specialty board examinations.

All 50 States, the District of Columbia, and Puerto Rico have licensing requirements to practice medicine (psychiatry). Requirements for licensure include graduation from an

accredited medical school, successful completion of a licensing examination, and in most States, a period of 1 or 2 years in an accredited graduate medical education program (residency). Most graduates of U.S. medical schools take the National Board of Medical Examiners test. Those graduates who do not must be sponsored by a State in order to take the Federation Licensure Examination that is accepted by all jurisdictions.

### Opportunities

Opportunities for PSYCHIATRISTS working in correctional services are expected to grow as a result of the growing emphasis now placed by correctional authorities on the rehabilitation of adult and juvenile offenders. More PSYCHIATRISTS will be needed to help offenders with mental disorders function adequately within the limits of their physical and intellectual capacity.

In general, promotions are based on levels of competence and experience, as well as on completion of advanced education courses.

DOT Title and Code: PSYCHIATRIST 070.107-014

### Recreation Leader

RECREATION LEADERS employed in the field of corrections, under the direction of supervisors, conduct recreation activities with juvenile and adult offenders. Typical activities include arts and crafts, exercise classes, games, team sports, music, dramatics, and hobbies. In all activities, emphasis is on developing desirable social atti-

tudes, effecting good work and play relationships, and promoting good physical and mental health habits.

RECREATION LEADERS in correctional facilities work with people of all ages and backgrounds. The work requires physical stamina and emotional stability and is conducted both indoors and outdoors. RECREATION LEADERS work approximately 35 to 40 hours per week.

### Job Requirements

Students considering careers as RECREATION LEADERS in corrections should possess a strong interest in recreational activities, such as games, music, dramatics, arts and crafts, sports, and hobbies; the ability to develop recreational programs and the teaching techniques to implement them; and the ability to stimulate people's interest in recreational activities.

An associate degree in recreation is the minimum educational requirement for a full-time career as RECREATION LEADER. The majority of full-time entry-level jobs require a bachelor's degree in recreation. Some jobs require specialized training in a specific field, such as athletics, music, or art. A bachelor's degree plus related experience is desirable for supervisory and administrative positions. For jobs in the civil service, applicants usually have to take and pass a written or oral examination for appointment. Colleges and universities usually have bureaus that aid in the placement of qualified students outside the civil service; students may also make direct application to agencies and professional societies, or to their local State Job Service office.

### Opportunities

Although the need for RECREATION LEADERS in corrections is expected to grow as recreational programs are enlarged to meet physical fitness demands, the uncertainty about the amounts of money governmental agencies will make available for recreational services may limit employment prospects for qualified RECREATION LEADERS.

A RECREATION LEADER with a bachelor's degree and experience may advance to supervisor. With additional education and/or training, he/she may progress to an administrative position.

DOT Title and Code: RECREATION LEADER 195.227-014

### Social Group Worker

SOCIAL GROUP WORKERS, using group work techniques, help people of all ages through group experiences. Their aims are to develop group leadership, to establish what is expected of individuals within a group, to resolve problems among individuals within a group, or between

groups, and to stimulate interest in social action in order to accomplish a group's objectives. In corrections, SOCIAL GROUP WORKERS usually work with antisocial groups and help to develop attitudes and social skills for improved community responsibility and family relations.

SOCIAL GROUP WORKERS work in adult and juvenile correctional facilities. They have frequent contact with specialists in such fields as psychiatry, medicine, psychology, education, and legal aid. They work approximately 35 to 40 hours a week; evening and weekend work may be required. A good deal of paper work and recordkeeping is necessary.

### Job Requirements

Students considering careers as SOCIAL GROUP WORKERS should be emotionally mature and concerned about people and their problems. They must work and get along with those different from themselves. They must be able to work independently and cooperate with persons from other professions. The ability to write clear and complete case history reports is important in this work.

The basic educational requirement for a career as a SOCIAL GROUP WORKER is a 4-year bachelor's degree with a major in the social sciences. Undergraduate work should include courses in sociology, economics, psychology, social anthropology, and statistics. Journalism and public speaking courses are helpful in interviewing, writing reports and case histories, and participating in conferences. A master's degree or some combination of related experience and graduate work is desirable for supervisory and administrative positions. Those who meet certain academic and experience requirements are eligible to apply for membership in the National Association of Social Workers. Acceptance as a member provides evidence that the SOCIAL GROUP WORKER has met high professional standards.

Some States have licensing or registration laws regarding social work practice and the use of professional social work titles by persons who qualify.

Civil service requirements usually dictate the conditions of appointment to jobs in Federal, State, county, and local agencies. Applicants usually have to take and pass a written or oral examination for appointment.

### Opportunities

Employment opportunities for SOCIAL GROUP WORKERS are expected to be favorable during the next decade. Problems caused by social change, tensions of the times, and the relatively high levels of unemployment are expected to maintain a strong and steady demand for these workers. In addition, many new jobs will become available because of the creation or expansion of programs and services for juvenile and adult offenders.

Without graduate education, opportunities for advancement are usually limited. With experience and additional training and/or education, these workers can advance to supervisory, administrative, teaching, or research positions in their own departments.

DOT Title and Code:	SOCIAL GROUP WORKER	195.107-022
	TEACHER, ELEMENTARY SCHOOL	092.227-010
	TEACHER, SECONDARY SCHOOL	091.227-010



## Teacher

### Institutional teacher

TEACHERS in adult and juvenile correctional facilities (working usually under the supervision of an Education Supervisor, Correctional Institution) deal with inmates who have a broad range of physical and mental aptitudes, abilities, interests, and social and academic backgrounds. Some may have behavioral, mental, or emotional problems. The basic or elementary education programs are generally remedial designed to raise each inmate with the need and ability to at least a sixth grade level in reading, writing, and arithmetic. Secondary education programs permit offenders to earn high school diplomas or equivalency degrees.

From available records and institutional staff, TEACHERS in correctional services determine learning needs, abilities, and other relevant facts about offenders scheduled for instruction. They may administer standard aptitude and achievement tests to assess inmates' abilities and prior achievement in the subject field. TEACHERS may use an approved standard course of study in an academic or commercial subject or may modify or develop a course of study to meet the special needs of the group and individuals in the group. They prepare daily or weekly lesson plans and order texts, workbooks, teaching aids, materials, and equipment. TEACHERS may change the lesson plan or use a variety of teaching techniques and equipment to adjust to

the varied abilities and interests of inmates in the class. They maintain discipline in the classroom and, if necessary, request assistance following prescribed facility policy.

Periodically, TEACHERS administer oral or written tests and observe classroom performance to evaluate inmates' progress and future needs. They keep records and prepare written reports describing inmates' progress, learning problems, and behavior. They may participate as members of treatment or rehabilitation teams in correctional facilities by providing information and recommendations to improve or modify existing programs. Some TEACHERS may speak on the facility's education programs before community and other interested groups.

TEACHERS have continual face-to-face verbal communication with inmates in a group or on an individual basis. They participate in discussions with other members of the program or treatment staff to assess and modify learners' progress, exchange information, discuss problems, and plan instruction. Although teaching in a correctional facility is not normally hazardous, there is always the threat of violence presented by unruly inmates.

TEACHERS usually have regular working hours in correctional facilities. Additional time may be spent writing reports, grading papers, attending meetings, and preparing lessons. Most educational programs are in operation 11 months each year. Furniture, equipment, and room arrangement usually follow the traditional public school format.

### Job Requirements

Students wishing to become TEACHERS in correctional services should like people and be dedicated to the service of others. They should have knowledge in specific fields of study, be emotionally stable, have patience, be well organized, be tolerant, have communication skills, and be interested in continuing to study and learn.

Before TEACHERS can teach in any State or the District of Columbia, they must be certified by the department of education in the States in which they wish to work. Certification requirements usually vary from State to State. A bachelor's degree is always a minimum requirement for beginning TEACHERS, and professional preparation must include approved courses in teacher education as well as student teaching experience. Some States require TEACHERS to pursue postgraduate education for a master's degree or a fifth year of study after their initial certification. Prospective TEACHERS should contact the local superintendent of schools and/or the State department of education for information on specific requirements in the area where they wish to teach. Some TEACHERS holding a bachelor's degree, but without certification, are employed in correctional facilities. Minimum qualifications may be adjusted to include specialized education or experience in place of certification for some TEACHERS who teach in very specialized programs.

## Opportunities

Employment opportunities vary by subject fields, and TEACHERS in fields such as mathematics and natural and physical sciences should fare best in correctional services. Although the need for TEACHERS in correctional facilities is recognized by authorities, the uncertainty about future funding for educational programs may limit employment opportunities for TEACHERS.

TEACHERS in correctional facilities may advance to Education Supervisor, Correctional Institution, with experience and additional education. For most, however, advancement is limited to regular salary increases.

## Vocational Instructor

### Institutional trades instructor Vocational training teacher

VOCATIONAL INSTRUCTORS in adult and juvenile correctional facilities, working usually under the supervision of an Education Supervisor, use both professional and practical training and experience to instruct inmates in vocational and trades specialties. Typical of the vocational specialties taught in Federal and State correctional facilities are electronics; carpentry; graphics; textiles; horticulture; automotive repair; automated data processing; wooden, metal, and plastic furniture; drafting; and radio and television repair. Federal facilities usually have more vocational programs than State correctional facilities because they are permitted to sell the products or services resulting from these programs to Federal agencies, including the armed forces.

From available records and correctional staff, VOCATIONAL INSTRUCTORS determine learning needs, abilities, and other facts about inmates scheduled for instruction. They may administer standard tests or observe inmates' use of tools, machines, and equipment to assess inmates' abilities and development. VOCATIONAL INSTRUCTORS use an approved standard course in a vocational subject area or they may modify or develop a course to meet the special needs of the group and the individuals in the group. From the daily lesson plan they determine the need for machinery, texts, workbooks, teaching aids, materials, and equipment. They develop tests on a unit of study or use approved standard tests to evaluate the inmates' comprehension of vocational theory and their skill in using tools, machinery, or equipment associated with the course. VOCATIONAL INSTRUCTORS maintain control of inmates in the class and if necessary request assistance following prescribed policy. They may deviate from the lesson plan or use a variety of instructional and demonstration techniques to

adjust to the varied interests and abilities of the inmates. They keep records and prepare written reports describing inmates' progress, learning problems, and behavior. VOCATIONAL INSTRUCTORS may participate in discussion with other members of the treatment or program staff for the purpose of assessing and modifying the inmates' overall program to meet their needs more effectively. In some correctional facilities where such activity is permitted, INSTRUCTORS may plan and lead field trips as a part of the training. They may also supervise others in the instruction of inmates by reviewing lesson plans and by demonstrating or suggesting appropriate teaching techniques.

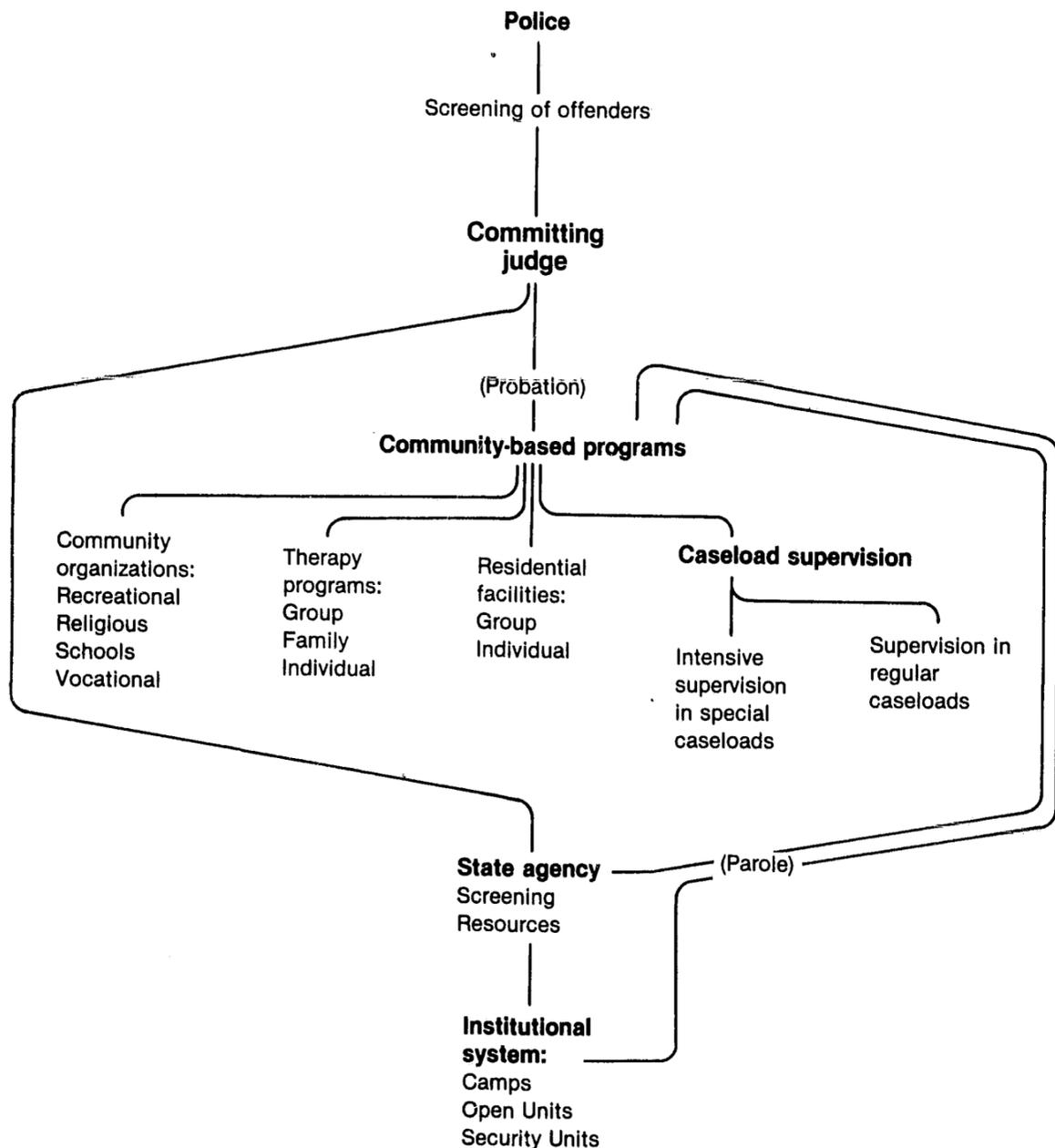
VOCATIONAL INSTRUCTORS usually enjoy more flexibility in lesson planning than do teachers of traditional academic courses. Shop courses are not rigidly bound by requirements and standards set by educational authorities, and as a result, VOCATIONAL INSTRUCTORS are in a better position to adjust the subject material to the individual needs, aptitudes, and interests of the inmate learners. VOCATIONAL INSTRUCTORS have continual face-to-face verbal contact with inmates in a group or on an individual basis. Volunteers or other members of treatment or rehabilitation staffs may work under the direction of VOCATIONAL INSTRUCTORS on specific projects. Most vocational education programs are in operation 10 to 11 months each year. Vocational training courses in adult and juvenile facilities are given in shops that simulate the work situations and realities of industry outside the facility.

### Job Requirements

Students wishing to become VOCATIONAL INSTRUCTORS in correctional services should have a working knowledge of the principles and techniques of teaching, know the theory forming the basis for the vocational subject taught, be able to use the tools, machines, and equipment used in the trade, be able to communicate ideas effectively to learners, and be interested in keeping abreast of new technical developments in the field they are teaching. To become a VOCATIONAL INSTRUCTOR in a correctional facility, students have two main avenues of approach. One stresses formal education—a bachelor's degree with courses in education—and several years of trade experience. The other approach allows some instructors to teach without a degree, based upon years of practical occupational experience as a salaried or self-employed craftsman.

VOCATIONAL INSTRUCTORS in any State or the District of Columbia must be certified by the department of education in the States in which they wish to work. Certification requirements vary from State to State. Students should contact the local superintendent of schools and/or the State department of education for information on specific requirements in the area in which they wish to teach.

Chart 2.  
Elements of a Modern Correctional System



Source: President's Commission on Law Enforcement and Administration of Justice, Task Force Report: Corrections (Washington, 1967).

**Opportunities**

Although the demand for Teachers of academic subjects has declined nationally, the supply of VOCATIONAL INSTRUCTORS has not been sufficient to meet current demand. Correctional authorities recognize the need for VOCATIONAL INSTRUCTORS in correctional facilities, but the uncertainty about the amounts of funding that government agencies will make available for vocational education programs may limit employment prospects for VOCATIONAL INSTRUCTORS.

VOCATIONAL INSTRUCTORS in correctional facilities may advance to Education Supervisor. For most Instructors, however, promotion consists of regular salary increases.

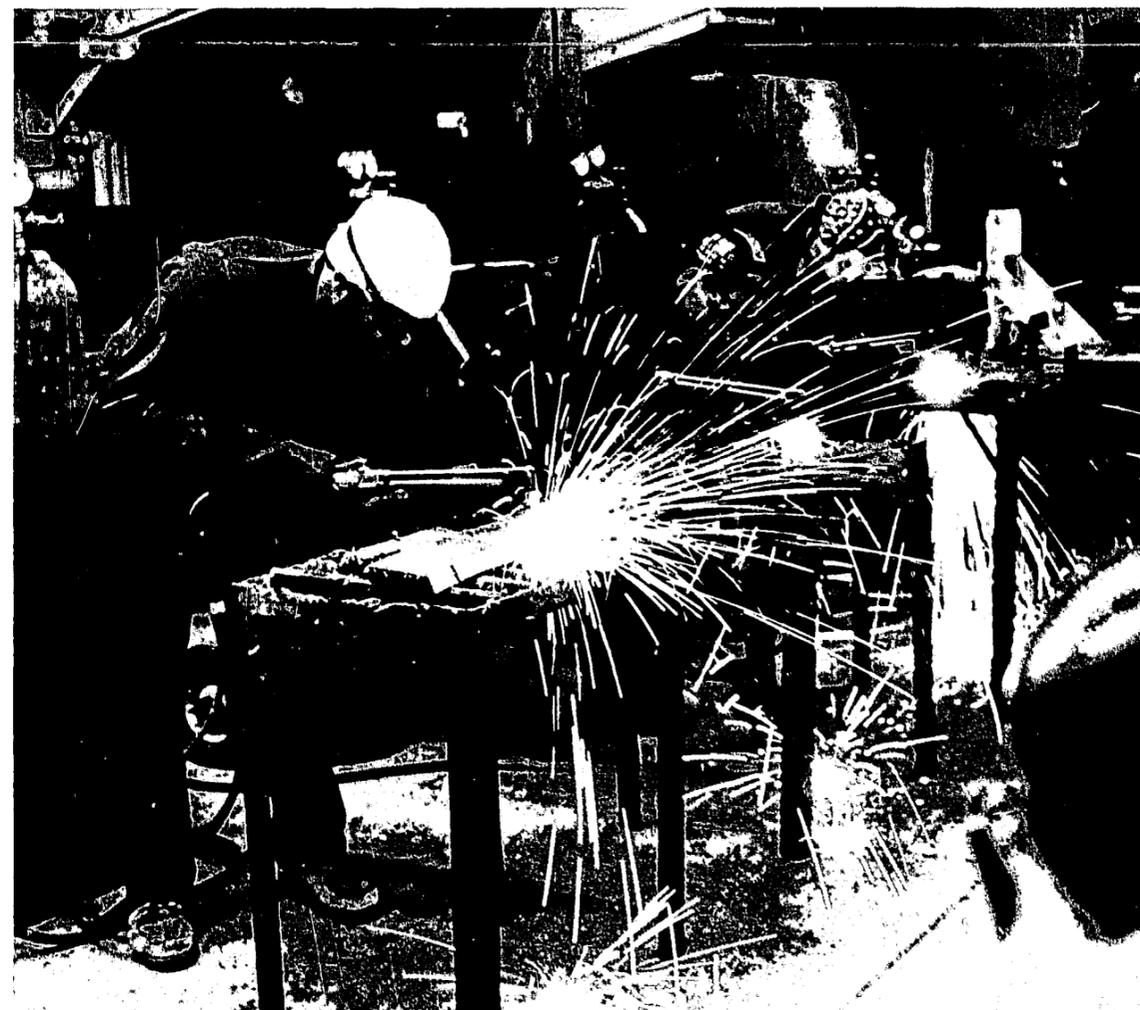
DOT Title and Code: INSTRUCTOR, VOCATIONAL TRAINING 097.227-014

**ADMINISTRATIVE**

**Director, Classification and Treatment**

Assignment officer  
Chief management coordinator

The classification system in correctional facilities provides for a period of time, after admittance, in which offenders can be studied before they enter programs of treatment and custody. Classification involves a thorough investigation of new inmates, including dental, medical, and psychiatric examinations to ascertain treatment neces-



sary; academic and vocational testing to determine educational and vocational needs; social evaluation to help inmates in their adjustment to the facility's environment; in-depth interviews, counseling, and guidance in relation to religious and recreational programs; and screening to determine the amount of security necessary.

The DIRECTOR, CLASSIFICATION AND TREATMENT, usually under the supervision of the Warden or associate warden, applies the principles of management to planning and directing rehabilitation programs, assigning individual inmates to programs, and meeting other needs of inmates in line with the established policies of the facility. The DIRECTOR meets with administration, supervisory, rehabilitation, and custodial staff to coordinate all program activities in conformity with security requirements and the routine of the facility. To evaluate inmates' suitability for rehabilitation, DIRECTORS, CLASSIFICATION AND TREATMENT, administer and score intelligence, aptitude, and other standard tests. They also review case reports and consult with other facility staff to recommend parole, vocational or educational training, transfer, dental, medical or psychiatric treatment, custody status, or other disposition. They direct and coordinate the activities of workers engaged in the maintenance of inmate records. DIRECTORS, CLASSIFICATION AND TREATMENT, may also be required to write and deliver speeches to the public and correctional officials relating to the facility's services and inmate characteristics.

CLASSIFICATION AND TREATMENT DIRECTORS are employed in larger Federal and State correctional facilities that have classification sections, and in independent diagnostic and evaluation centers. They work closely with other facility staff and have face-to-face verbal communication with inmates. They may also participate in community, civic, and welfare organizations, and confer with interested groups and persons professionally concerned with offender and facility programs. DIRECTORS work in an office setting, usually located in an area close to where inmates are housed. Their workweek is generally 40 hours in length.

### Job Requirements

CLASSIFICATION AND TREATMENT DIRECTORS should be well informed about correctional programs and have a working knowledge of the methods and techniques of inmate care, rehabilitation, and custody. The ability to organize and direct the work of subordinates is essential. Usually required are several years of social agency or rehabilitation experience. The minimum educational requirement for a career in this occupation is a 4-year bachelor's degree. Courses in sociology, psychology, penology, and criminology are valuable. Criminal justice curriculums are offered in an increasing number of colleges and universities. The Federal Government and most States

require that applicants pass a civil service examination for this occupation.

### Opportunities

Employment opportunities for DIRECTORS, CLASSIFICATION AND TREATMENT, are expected to be favorable through the next decade, as Federal and State correctional officials expand and update rehabilitation and classification programs to meet the needs of a growing inmate population. In addition, it is reasonable to expect that new facilities, especially those community oriented, will have to be constructed, further increasing the need for DIRECTORS, CLASSIFICATION AND TREATMENT.

In general, promotions to higher level administrative positions are based upon experience and competence. DIRECTORS, CLASSIFICATION AND TREATMENT, may advance to such positions as Warden, associate warden, and director of a central or regional correctional office.

DOT Title and Code: DIRECTOR, CLASSIFICATION AND TREATMENT 188.167-026

### Education Supervisor, Correctional Institution

In correctional facilities that have educational programs, EDUCATION SUPERVISORS supervise Teachers in academic and vocational programs. They plan, direct, and coordinate an entire education program, which may include vocational programs, elementary and/or secondary school programs, physical education and recreation programs, and education counseling.

The duties and responsibilities of EDUCATION SUPERVISORS in correctional facilities are similar to those of principals in school systems. They assist Teachers and Instructors in planning course outlines and curriculums by defining goals and providing new or changed subject data. They observe and evaluate teacher classroom performance on formal and informal bases to identify weaknesses in instructional presentations and to insure adherence to lesson plans. They discuss evaluations with Teachers and advise them on improvement of methods and techniques. They determine inmates' needs and evaluate their progress in the education programs. If necessary, they recommend changes in courses or programs. They orient new Teachers in education policies, goals and objectives, safety and security regulations, and instruct Teachers in specific areas of weakness. SUPERVISORS also prepare records and reports relating to the educational programs for the facility administrator and/or education officials. They prepare budget requests with respect to education programs and goals; they

order necessary school supplies and materials. They represent the education program on various committees within the correctional facility and, occasionally, with outside community agencies. In some facilities, they may supervise the activities of school library staff.

EDUCATION SUPERVISORS have frequent written and oral contact with teaching staff. They participate in discussions with other members of program or treatment staff as well as student inmates. They usually work in an office setting for 40 hours a week.

### Job Requirements

Students considering careers as EDUCATION SUPERVISORS in corrections should know the theory, principles, and techniques of teaching and be able to communicate ideas effectively. Although civil service requirements in the work locality dictate the specific conditions of appointment, there are generally two ways to become an EDUCATION SUPERVISOR. One approach stresses formal education and requires the SUPERVISOR to possess a principal's or SUPERVISOR'S certificate issued by the department of education in the State in which he/she wishes to work. Certificate requirements vary from State to State. The other

approach permits a Teacher in corrections with proven ability, sufficient experience, and additional training to work as an EDUCATION SUPERVISOR. In most instances an applicant must pass a written and/or oral examination.

### Opportunities

Employment prospects for EDUCATION SUPERVISORS are expected to be favorable for the next several years. Following the current trend, correctional education programs of the future will be built around small facilities located in the communities they serve. More teachers will be needed, along with EDUCATION SUPERVISORS to supervise and oversee academic and vocational programs. However, uncertainty about the amounts of money the Federal, State, and local governments will make available for education in correctional facilities may limit employment prospects for EDUCATION SUPERVISORS.

In correctional facilities with extensive educational programs, an EDUCATION SUPERVISOR may advance to education director. Promotion for most SUPERVISORS, however, consists of regular salary increases.

DOT Title and Code: EDUCATION SUPERVISOR, CORRECTIONAL INSTITUTION 099.117-014



## Prisoner-Classification Interviewer

### Classification officer

PRISONER-CLASSIFICATION INTERVIEWERS interview new inmates in correctional facilities and compile social and criminal histories to aid in the development of institutional programs that will best rehabilitate them. CLASSIFICATION INTERVIEWERS gather data, such as work history; school, criminal, military, and medical records; letters from relatives, employers, and former teachers, giving their opinions as to what motivates the offenders to commit crimes; religious beliefs; and the inmates' versions of the crimes committed. Histories also contain information on each inmate's social attitude, reputation, mental capacity, and physical capabilities. After the personal interview, CLASSIFICATION INTERVIEWERS construct profiles for each new inmate with a recommendation as to work assignment and degree of custody recommended to prevent escape and to maintain the peace and security of the correctional facility. CLASSIFICATION INTERVIEWERS also conduct orientation meetings to acquaint new inmates with facility rules and regulations.

PRISONER-CLASSIFICATION INTERVIEWERS work in reception centers of correctional facilities and independent diagnostic and evaluation centers. They have face-to-face verbal communication with adult and juvenile offenders with varied backgrounds, some with many problems and needs. PRISONER-CLASSIFICATION INTERVIEWERS may be part of classification committees, whose other members may be the Wardens, chiefs of security, Directors of Classification, and vocational supervisors. This committee represents the different interests of the correctional facility. CLASSIFICATION INTERVIEWERS usually work in an office setting, for a 40-hour workweek.

### Job Requirements

The ability to speak and write effectively is important in this kind of work. A bachelor's degree in the field of social work is the basic formal training that officials of adult and juvenile correctional facility systems most often require for classification staff, although a master's degree is preferred. Other degree areas acceptable are corrections, psychology, and sociology. Journalism and public speaking courses are helpful to CLASSIFICATION INTERVIEWERS in interviewing, writing reports and case histories, and participating in conferences. Local civil service requirements dictate the conditions of appointment to CLASSIFICATION INTERVIEWER jobs in the civil service. Applicants usually have to pass a written or oral examination. Students may also make direct application to correctional agencies.

### Opportunities

The demand for PRISONER-CLASSIFICATION INTERVIEWERS in adult and juvenile correctional facilities is expected to be favorable during the next decade. The continuing trend toward a rise in inmate population in correctional facilities and the emphasis on the rehabilitation of inmates by an individualized approach, or classification process, both for the good of inmates and to insure efficient operation of the facility, will increase the need for CLASSIFICATION INTERVIEWERS. However, the increase will depend on the amounts of money made available to construct new correctional facilities and to hire classification personnel.

With additional training and experience PRISONER-CLASSIFICATION INTERVIEWERS may advance to Director, Classification and Treatment, or transfer to related fields requiring a social work background, such as Caseworker, Probation Officer, and Parole Officer.

DOT Title and Code: PRISONER-CLASSIFICATION INTERVIEWER 166.267-022

## Residence Supervisor

### Advisor

Community correctional administrator

Cottage parent

Director, youth-correctional school

Group supervisor

House manager

Living unit supervisor

RESIDENCE SUPERVISORS are responsible for residential care and related services to youthful offenders in juvenile correctional facilities. They strive to maintain a healthy atmosphere within the facility to promote the emotional, physical, and spiritual growth of youthful offenders. They encourage offenders to develop concepts of themselves as worthwhile human beings in order to help them mature into confident and responsible individuals. They provide counseling and guidance to help offenders resolve social or other problems, and teach the benefits of good health and personal habits. They write daily reports, compile records of inmate activities, and provide feedback to facility staff. RESIDENCE SUPERVISORS plan recreational activities and oversee work and study programs. They also determine the need for repairs, maintenance, and furnishings for the facility, and prepare requisitions for supplies, repairs, equipment, and maintenance. They coordinate the activities and programs of the juvenile correctional facility. When necessary, they discipline inmates and recommend or initiate other measures to control behavior. They ascertain

## Superintendent of Industries

SUPERINTENDENTS OF INDUSTRIES are employed in Federal and State correctional facilities. They direct and coordinate, through supervisory staff, vocational work programs in correctional facilities. They meet with administrative and supervisory staff to schedule work programs compatible with security regulations, maintenance needs, and established vocational policy. They plan production assignments to meet output requirements and work instruction schedules. They establish production standards and plan work according to the capacity of equipment, qualifications of staff, and specific requirements of customers for facility-made products or services. They also observe overall operation and recommend maintenance and replacement of obsolete machinery. They requisition supplies to maintain efficient production.

Other responsibilities may include meeting with customers to finalize contracts for products, and evaluating the adequacy of vocational instruction and recommending changes in established courses, policies, and standards.

SUPERINTENDENTS OF INDUSTRIES work closely with supervisors of industrial shops and business services within correctional facilities and consult frequently with administrative staff to ensure that inmates are provided with useful work experience and appropriate job skills to facilitate their reentry into society. They work in both an office and factory setting. Their workweek is usually 40 hours.

In general, the responsibilities of the SUPERINTENDENT OF INDUSTRIES in a correctional facility are comparable to those of an executive of a large manufacturing company, although in some respects they can be even more complex. A correctional industrial system is not limited necessarily to 1 manufacturing plant; it may include as many as 20 different plants producing a wide variety of products, such as wood, plastic, and metal furniture, shoes, wood and metal signs, mattresses, gloves, and cotton and wool textiles. In addition to manufactured products, correctional industries also offer business services, such as computer programming and data encoding services (keypunch, key-to-disk, and key-to-tape) and drafting services. Institutional work programs also include agricultural operations, such as dairy farming, animal husbandry, and crop farming.

### Job Requirements

SUPERINTENDENTS OF INDUSTRIES require managerial ability, and a thorough knowledge of correctional vocational work programs and policies. Usually they rise from the ranks of other correctional occupations after many years of experience and training. Many start their careers as Correction Officers, as supervisors of industrial shops, or in case and financial management. As is true of almost all

the need for, and secure the services of a physician or dentist, or escort inmates outside the facility to obtain the services. They check periodically to see if all inmates are properly accounted for; they attempt to stop or prevent escape from the facility. RESIDENCE SUPERVISORS assign rooms and duties to new inmate arrivals in the facility. They may hire and supervise housekeeping staff. Some plan menus and oversee food preparation.

RESIDENCE SUPERVISORS work in juvenile correctional facilities such as training schools, detention homes, halfway houses, and juvenile halls, where inmates may live in cottages; on ranches and farms and in forestry camps inmates may live in barracks.

RESIDENCE SUPERVISORS work very closely with staff and with juvenile offenders of varied backgrounds and interests. They also consult and cooperate with people in related fields of work for the benefit of juvenile offenders.

### Job Requirements

Students considering work as RESIDENCE SUPERVISORS should know the principles and practices governing the operation of juvenile correctional facilities and the scope of services rendered. They should be able to establish and maintain relationships with juvenile offenders, facility staff, and people in related fields of work.

Most States require that they be college graduates with a bachelor's degree in either sociology, psychology, anthropology, or a closer related field, plus experience in youth work and related services. Other States require graduation from high school or possession of a certificate of high school equivalency, plus 2 to 4 years of responsible experience in child case work, work with youth, and related services. Most States require that applicants pass a civil service examination for this occupation.

### Opportunities

Employment opportunities for RESIDENCE SUPERVISORS are expected to be favorable during the next decade. There will be a continuous demand for qualified people to help carry out current and future treatment and rehabilitation programs in juvenile correctional facilities.

With additional training and experience RESIDENCE SUPERVISORS may advance to assistant superintendent, or superintendent of a juvenile correctional facility. Some SUPERVISORS transfer to related occupations, in the criminal justice system, such as Parole and Probation Officer.

DOT Title and Code: RESIDENCE SUPERVISOR 187.167-186

occupations found in correctional facilities, civil service requirements dictate the conditions of employment. Applicants usually have to take and pass a written or oral examination before appointment.

### Opportunities

During the past few years there has been a steady growth in the inmate population in both Federal and State correctional facilities. As a result, the need for expansion and updating of industries' programs became evident. As new programs are implemented, and existing programs expanded, the need for SUPERINTENDENTS OF INDUSTRIES should increase.

With additional training and experience they may advance to Warden, the top job in a correctional facility, or to administrative positions in correctional regional offices.

DOT Title and Code: SUPERINTENDENT, INDUSTRIES,  
CORRECTIONAL FACILITY 188.167-094

## WARDEN

**Community correctional administrator**  
**Community facility manager**  
**Correctional institution administrator**  
**Director, institution**  
**Superintendent, institution**

WARDENS, in their top executive capacity, are concerned with the overall supervision of all services and activities of a general administrative nature in correctional facilities. Task, skill, and knowledge requirements for community-based administrators (WARDENS) are essentially the same as for those in larger correctional facilities in rural locations. Facilities and programs supervised by community correctional administrators are usually on a smaller scale.

Under the general direction of correctional officials, WARDENS usually have the full authority and responsibility for planning, directing, and coordinating the correctional facility's programs covering security, discipline, education, and rehabilitative treatment of inmates. In addition, they are responsible for administrative direction of facility staff, budget, and fiscal management functions. By delegation of authority to other administrative personnel, WARDENS establish responsibility for each facility position and maintain administrative control. Through subordinates, they also direct such operations as infirmaries, laundries, commissaries, and libraries. In Federal correctional facilities, WARDENS are also responsible for administrative and organizational control of Federal Prison Industries, Inc. (a self-supporting Government-owned corporation operating industrial and manufacturing activities, providing employment and train-

ing for inmates, and producing articles and commodities for use by Federal agencies). Within legal limits, WARDENS meet with facility staff to develop and establish policies and regulations. They review records of inmates eligible for parole and make recommendations for release or continued detention. WARDENS also gather and analyze operational and other statistics and prepare official reports. They may have to appear in court on behalf of the government in the event of escapes or other law violations that occur within the facility.

WARDENS are employed in correctional facilities in rural areas, and in community-based correctional facilities which may be used as short-term residences for inmates on partial release and furlough programs. Community-based programs may include work-release (permits selected inmates to work for pay outside the correctional facility in regular civilian employment while returning to confinement during nonwork hours), prerelease guidance centers (residences in which inmates live prior to parole, and where staff helps them arrange for jobs and generally assists them to adjust to reentry into the community.) Some inmates in work release programs attend school in addition to, or instead of, working (study release). Halfway houses are similar to prerelease guidance centers and are often administered in cooperation with private agencies. The furlough program permits selected offenders to visit their families to prevent the deterioration of family ties, and allows offenders to try newly acquired skills.

WARDENS work closely with institution department heads at the professional, technical, and nontechnical level. They may participate in community civic and welfare organizations; confer with groups and persons professionally interested in offenders and correctional facilities; attend conferences concerned with making surveys and establishing programs designed to improve conditions in correctional facilities and overall operations; and maintain good working relationships with the community, press, and Federal, State, and local agencies associated with the criminal justice system.

### Job Requirements

The position of WARDEN requires good managerial ability, a thorough knowledge of correctional programs and the operation of correctional facilities, and an in-depth knowledge of the methods and techniques of inmate care, rehabilitation, and custody.

Students considering this occupation in corrections should have at least a bachelor's degree, with a master's degree preferred. Courses in penology, criminology, psychology, and sociology are important in preparation for this occupation. Criminal justice curriculums are being offered in an increasing number of colleges and universities. Exceptional experience in the field, with some college background, has qualified a few individuals for jobs in this occupation.

### Opportunities

At the present time, although opportunities in the general field of corrections are good, they are limited for WARDENS. Growth in this position is specifically related to the opening of new correctional facilities. With the current rise in inmate populations, it is reasonable to expect that new facilities will be constructed to house the rising numbers of offenders, thus increasing the need for WARDENS. In most States, WARDEN is a senior level appointed position, while in other States, civil service procedures govern the selection and hiring of WARDENS. There is little turnover in the WARDEN position. Retirements, deaths, and the construction of new facilities account for most new openings.

DOT Title and Code: DIRECTOR, INSTITUTIONS 187.117-018

## OTHER OCCUPATIONS

Occupations usually found in adult and juvenile correctional facilities have been described in this book. However, employees in the correctional system work in occupations that represent nearly every kind of job outside the system. There are jobs for people with modest ability and little formal education and there are jobs requiring a high degree of technical knowledge, professional training, and administrative skill.

Correctional facilities hire workers who are responsible for the maintenance and operation of the system. This group includes electricians, carpenters, supervisors of industrial shops, food managers and cooks, plumbers, painters, refrigeration mechanics, exterminators, stationary engineers, plasterers, supervisors and maintenance workers, farm managers, and sheet metal workers.

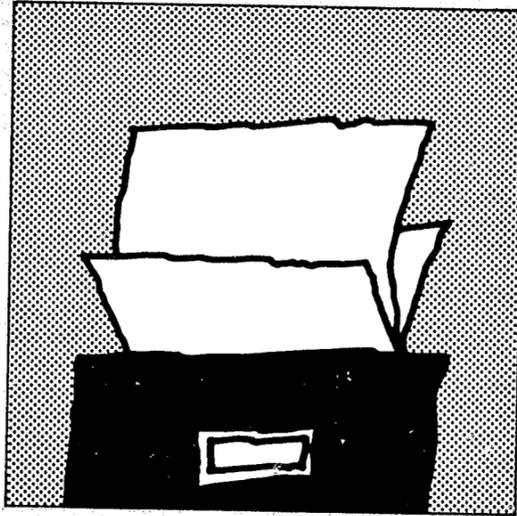
Other workers provide clerical services in such occupations as secretary, typist, stenographer, personnel clerk, and statistical clerk.

The current trend toward community-based adult and juvenile facilities to replace the traditional rural-based system places a premium on managerial and business skills. More workers with administrative and business proficiency are needed to implement the changeover. These workers include community correctional administrators, business managers, personnel officers, budget officers, community program managers, casework services supervisors, and placement officers.

A variety of occupations, most of which do not require special preparation for working with adult and juvenile offenders, are also found in corrections. Occupations include physician, dentist, nurse, medical technician, dental technician, physician's aide, dietitian, librarian, research analyst, accountant, chaplain, and attorney.

As the correctional system progresses toward greater use of noninstitutional treatment for offenders, as well as of small, minimum-security type facilities, the need for competent personnel should increase.

Biography



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*Court Security—A Manual of Guidelines and Procedures*. Washington: National Sheriffs' Association, 1978.

*The Courts*. Washington: National Advisory Commission on Criminal Justice Standards and Goals, 1973.

*Criminal Careers of Habitual Felons*. Washington: U.S. Department of Justice, National Institute of Law Enforcement and Criminal Justice, 1978.

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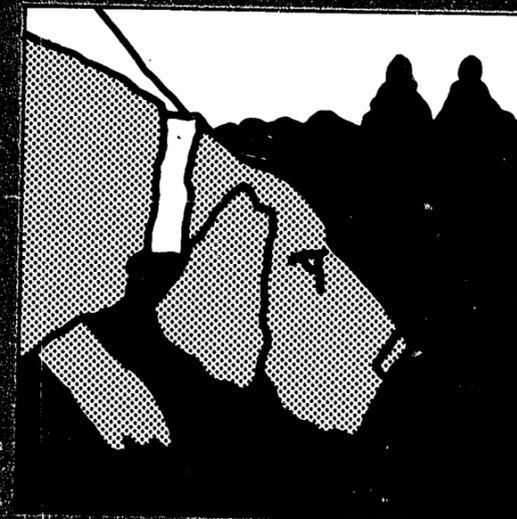
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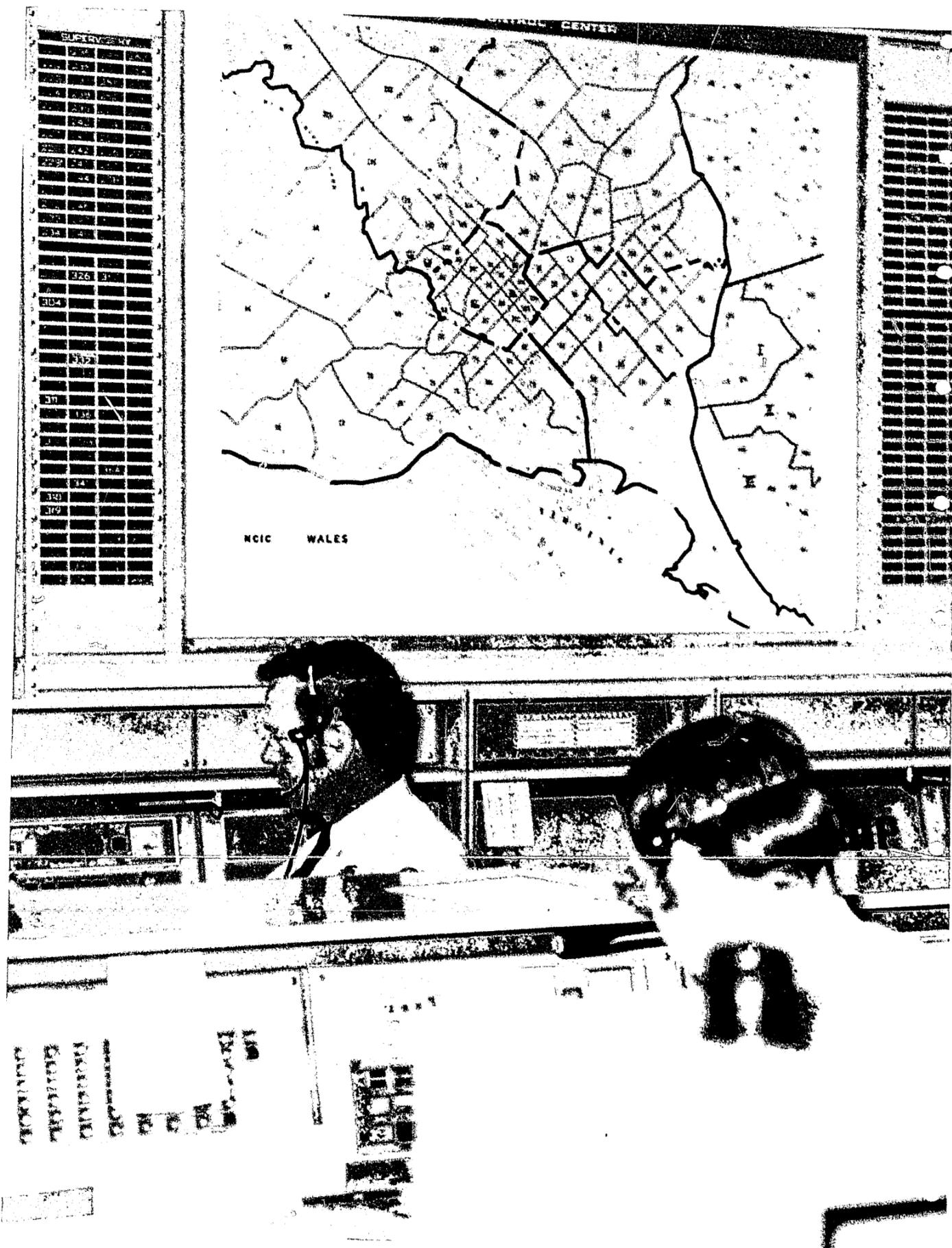
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## Where to Get More Information





The following is a list of agencies and organizations that can supply information about careers in the criminal justice system. In cases where specific listings of names and addresses cannot be given, other means of obtaining information are suggested. Although this listing of sources is not all inclusive, it does provide a base from which to start gathering career information.

### LAW ENFORCEMENT

#### Federal Level

Bureau of Alcohol, Tobacco, and Firearms  
U.S. Treasury Department  
1200 Pennsylvania Avenue, N.W.  
Washington, D.C. 20226

Drug Enforcement Administration  
U.S. Department of Justice  
1405 I Street, N.W.  
Washington, D.C. 20537

Federal Bureau of Investigation  
U.S. Department of Justice  
9th Street and Pennsylvania Avenue, N.W.  
Washington, D.C. 20535

General Services Administration  
Office of Federal Protective Service  
Management  
18th and F Streets, N.W.  
Washington, D.C. 20405

Immigration and Naturalization Service  
U.S. Department of Justice  
425 I Street, N.W.  
Washington, D.C. 20536

Internal Revenue Service  
Criminal Investigation Division  
U.S. Treasury Department  
1111 Constitution Avenue, N.W.  
Washington, D.C. 20220

Internal Revenue Service  
Internal Security Division  
Career Development Section  
U.S. Treasury Department  
1111 Constitution Avenue, N.W.  
Washington, D.C. 20220

United States Civil Service Commission  
1900 E Street, N.W.  
Washington, D.C. 20415

United States Customs Service  
1301 Constitution Avenue, N.W.  
Washington, D.C. 20229

United States Department of Agriculture  
14th Street and Independence Avenue, S.W.  
Washington, D.C. 20250

United States Department of Defense  
The Pentagon  
Washington, D.C. 20301

United States Department of Health and  
Human Services  
200 Independence Avenue, S.W.  
Washington, D.C. 20201

United States Department of the Interior  
C Street Between 18th and 19th Streets,  
N.W.  
Washington, D.C. 20240

United States Department of Labor  
200 Constitution Avenue, N.W.  
Washington, D.C. 20210

United States Department of  
Transportation  
400 7th Street, S.W.  
Washington, D.C. 20590

United States Marshals Service  
One Tysons Corner Center  
McLean, Virginia 22102

United States Postal Service  
Chief Postal Inspector  
475 L'Enfant Plaza, S.W.  
Washington, D.C. 20260

United States Secret Service  
Personnel Division  
U.S. Treasury Department  
1800 G Street, N.W.  
Washington, D.C. 20223

#### FEDERAL JOB INFORMATION CENTERS

Information about Federal employment can also be obtained by contacting the nearest Job Information Center in your area. Some Job Information Centers also provide information about jobs in other jurisdictions (local, county, and State) and are identified in the list below by an asterisk(\*).

**Alabama**  
Huntsville:  
Sutherland Building  
806 Governors Dr., N.W. 35801

**Alaska**  
Anchorage:  
Federal Bldg. & U.S. Courthouse  
701 C St., P.O. Box 22, 99513

**Arizona**  
Phoenix:  
552 N. Central Ave. 85004

**Arkansas**  
Little Rock:  
Federal Bldg. Room 1319  
700 W. Capital Ave. 72201

**California**  
Los Angeles:  
Linder Bldg.  
845 S. Figueroa 90017  
Sacramento:  
Federal Bldg., 650 Capitol Mall 95814

## Where to Get More Information

San Diego:  
880 Front St. 92188  
San Francisco:  
Federal Bldg., Rm 1001  
450 Golden Ave. 94102

**Colorado**  
\*Denver:  
1845 Sherman St., 80203

**Connecticut**  
Hartford:  
Federal Bldg., Rm. 717, 450 Main St.  
06103

**Delaware**  
\*Wilmington:  
Federal Bldg., 844 King St. 19801

**District of Columbia**  
Metro Area:  
1900 E Street, N.W., 20415

**Florida**  
\*Miami:  
1000 Brickell Ave., Suite 660, 33131  
\*Orlando:  
80 N. Hughey Ave. 32801

**Georgia**  
Atlanta:  
Richard B. Russell Federal Bldg.,  
75 Spring St. SW, 30303

**Guam**  
Agana:  
238 O'Hara St.  
Room 308, 96910

**Hawaii**  
Honolulu (and island of Oahu):  
Federal Bldg. Room 1310  
300 Ala Moana Blvd. 96850

**Idaho**  
Boise:  
Box 035, Federal Bldg.,

**Illinois**  
Chicago:  
Dirksen Bldg. Rm. 1322  
219 S. Dearborn St. 60604

**Indiana**  
Indianapolis:  
46 East Ohio Street, Room 123, 46204

**Iowa**  
Des Moines  
210 Walnut St., Rm. 191, 50309

**Kansas**  
Wichita:  
One-Twenty Bldg., Room 101,  
120 S. Market St. 67202

**Kentucky**  
Louisville:  
Federal Building  
600 Federal Pl. 40202

**Louisiana**  
New Orleans:  
F. Edward Hebert Bldg.,  
610 South St., Rm 103, 70130

**Maine**  
Augusta:  
Federal Bldg. Rm 611  
Sewall St. & Western Ave. 04330

**Maryland**  
Baltimore:  
Garmatz Federal Building  
101 W. Lombard St. 21201  
DC Metro Area:  
1900 E. St. N.W., 20415

**Massachusetts**  
Boston:  
3 Center Plaza, 02108  
**Michigan**  
Detroit:  
477 Michigan Ave, Rm. 595, 48226

**Minnesota**  
Twin Cities:  
Federal Bldg.  
Ft. Snelling, Twin Cities, 55111

**Mississippi**  
Jackson:  
100 W. Capitol St. (Suite 102) 39201

**Missouri**  
Kansas City:  
Federal Bldg., Rm. 129  
601 E. 12th St. 64106  
St. Louis:  
Federal Bldg., Rm 1712,  
1520 Market St., 63103

**Montana**  
Helena:  
Federal Bldg. & Courthouse  
301 S. Park, Rm. 153, 59601

**Nebraska**  
Omaha:  
U.S. Courthouse and Post Office Bldg.  
Rm. 1014, 215 N. 17th St. 68102

**Nevada**  
\*Reno:  
Mill & S. Virginia Streets  
P.O. Box 3296, 89505

**New Hampshire**  
Portsmouth:  
Federal Bldg. Rm 104,  
Daniel & Penhallow Streets, 03801

**New Jersey**  
Newark:  
Federal Bldg., 970 Broad St. 07102

**New Mexico**  
Albuquerque:  
Federal Bldg. 421 Gold Ave. SW, 87102

**New York**  
Bronx:  
590 Grand Concourse, 10451  
Buffalo:  
111 W. Huron St., Rm. 35, 14202  
Jamaica:  
90-04 161st St., Rm. 200, 11432  
New York City:  
Federal Bldg. 26 Federal Plaza, 10007  
Syracuse:  
100 S. Clinton St. 13260

**North Carolina**  
Raleigh:  
Federal Bldg. 310 New Bern Ave.  
P.O. Box 25069, 27611

**North Dakota**  
Fargo:  
Federal Bldg., Rm 202  
657 Second Ave. N. 58102

**Ohio**  
Cleveland:  
Federal Bldg., 1240 E. 9th St., 44199  
Dayton:  
Federal Building Lobby  
200 W. 2nd St., 45402

**Oklahoma**  
Oklahoma City:  
200 NW Fifth St., 73102

**Oregon**  
Portland:  
Federal Bldg., Lobby (North)  
1220 SW Third St. 97204

## Where to Get More Information

**Pennsylvania**  
\*Harrisburg:  
Federal Bldg., Rm. 168, 17108  
Philadelphia:  
Wm. J. Green, Jr. Fed. Bldg.  
600 Arch Street, 19106  
Pittsburgh:  
Fed. Bldg. 1000 Liberty Ave., 15222

**Puerto Rico**  
San Juan:  
Federico Degetau Federal Bldg.  
Carlos E. Chardon St.  
Hato Rey, P.R. 00918

**Rhode Island**  
Providence:  
Federal & P.O. Bldg., Rm 310  
Kennedy Plaza 02903

**South Carolina**  
Charleston:  
Federal Bldg., 334 Meeting St., 29403

**South Dakota**  
Rapid City:  
Rm. 201, Federal Building  
U.S. Court House, 515 9th St. 57701

**Tennessee**  
Memphis:  
Federal Bldg., 176 N. Main St. 38103

**Texas**  
Dallas:  
Rm 1042, 1100 Commerce St., 75242  
El Paso:  
Property Trust Bldg.-Suite N302  
2211 E. Missouri Ave. 79903

Houston:  
702 Caroline Street, 77002  
San Antonio:  
643 E. Durango Blvd., 78205

**Utah**  
Salt Lake City:  
350 South Main St. Rm 484, 84101

**Vermont**  
Burlington:  
Federal Bldg., Rm. 614  
P.O. Box 489  
Elmwood Ave. & Pearl St., 05402

**Virginia**  
Norfolk:  
Federal Bldg., Rm. 220,  
200 Granby Mall, 23510  
D.C. Metro Area  
1900 E Street, N.W. 20415

**Washington**  
\*Seattle:  
Federal Bldg.,  
915 Second Ave. 98174

**West Virginia**  
\*Charleston:  
Federal Bldg.,  
500 Bldg., 500 Quarrier St. 25301

**Wisconsin**  
Milwaukee:  
Plankinton Bldg., Rm. 205  
161 W. Wisconsin Ave. 53203

**Wyoming**  
Cheyenne:  
2120 Capital Ave., Rm 304  
P.O. Box 967 82001

## State Level

Patrol Division  
Department of Public Safety  
Chief  
Coliseum Boulevard  
Montgomery, Alabama 36109

State Troopers Division  
Department of Public Safety  
State Office Building  
Juneau, Alaska 99801

Arizona Highway Patrol  
Department of Public Safety  
Chief  
2010 West Encanto Boulevard  
Phoenix, Arizona 85009

Police Services Division  
Department of Public Safety  
3701 West Roosevelt  
Little Rock, Arkansas 72204

California Highway Patrol  
Commissioner  
2611 26th Street  
Sacramento, California 95814

California State Police  
Chief  
915 Capitol Mall  
Office Building #1  
Sacramento, California 95814

Colorado State Patrol  
Chief  
4201 East Ark Avenue  
Denver, Colorado 80222

Connecticut State Police  
Commissioner  
100 Washington Street  
Hartford, Connecticut 06106

State Police Division  
Superintendent  
P.O. Box 151  
Dover, Delaware 19901

Florida Highway Patrol  
State Police  
Neil Kirkman Building  
Tallahassee, Florida 32304

Georgia State Police  
Department of Public Safety  
Supervisor  
959 East Confederate Avenue, S.E.  
Atlanta, Georgia 30301

Department of the Attorney General  
Sheriff  
State Capitol Building  
Honolulu, Hawaii 96813

State Police  
Department of Law Enforcement  
Superintendent  
3211 State Street  
Boise, Idaho 83703

State Highway Police  
Director  
Armory Building  
Springfield, Illinois 62706

Indiana State Police  
Superintendent  
100 North Senate Avenue  
Indianapolis, Indiana 46204

State Capitol Police  
Chief  
State Capitol Building  
Des Moines, Iowa 50309

State Highway Patrol  
Superintendent  
1st Floor Office Building  
Topeka, Kansas 66612

Division of State Police  
Director  
Department of Public Safety  
New York Office Building  
Frankfort, Kentucky 40601

State Police Division  
Department of Public Safety  
P.O. Box 1791  
Baton Rouge, Louisiana 70821

Maine State Police  
Chief  
36 Hospital Street  
Augusta, Maine 04330

Maryland State Police  
Superintendent  
1201 Reistertown Road  
Pikesville, Maryland 21208

Massachusetts State Police  
Superintendent  
1010 Commonwealth Avenue  
Boston, Massachusetts 02215

Michigan State Police  
Director  
714 South Harrison Road  
East Lansing, Michigan 48823

Minnesota Highway Patrol  
Chief  
State Highway Building  
St. Paul, Minnesota 55101

Mississippi Highway Patrol  
Public Safety Department  
Commissioner  
P.O. Box 958  
Jackson, Mississippi 39205

State Highway Patrol  
Superintendent  
1710 Elm Street  
Jefferson City, Missouri 65101

Montana Highway Patrol  
Director  
Hustad Center  
Helena, Montana 59601

State Patrol  
Superintendent  
14th and Burnham  
Lincoln, Nebraska 68509

Nevada State Highway Patrol  
Division of Law Enforcement Director  
555 Wrightsway  
Carson City, Nevada 89701

State Police Division  
New Hampshire Department of Safety  
Superintendent  
85 Loudon Road  
Concord, New Hampshire 03301

State Police Division  
Superintendent  
Route 29  
West Trenton, New Jersey 08628

New Mexico State Police  
Superintendent  
P.O. Box 1628  
Santa Fe, New Mexico 87501

Division of State Police  
Superintendent  
State Campus, Building 22  
Albany, New York 12226

Highway Patrol  
Department of Motor Vehicles  
Director  
New Bern Avenue  
Raleigh, North Carolina 27602

North Dakota Highway Patrol  
Superintendent  
State Capitol  
Bismarck, North Dakota 58501

State Highway Patrol  
Superintendent  
660 East Main Street  
Columbus, Ohio 43205

Highway Patrol  
Department of Public Safety  
Box 11415  
Oklahoma City, Oklahoma 73111

Department of State Police  
Commander  
Public Service Building  
Salem, Oregon 97301

Pennsylvania State Police  
Commissioner  
617 Highway Safety Building  
Harrisburg, Pennsylvania  
17120

Rhode Island State Police  
Superintendent  
P.O. Box 185  
North Scituate, Rhode Island 02857

Highway Patrol  
State Highway Department  
Director  
1100 Senate Street  
Columbia, South Carolina 29201

South Dakota Highway Patrol  
Superintendent  
Highway Office Building  
Pierre, South Dakota 57501

Highway Patrol Division  
Department of Safety  
Superintendent  
Cordell Hull Building  
Nashville, Tennessee 37219

Texas Rangers  
Department of Public Safety  
Superintendent  
Box 4087 North Austin Station  
Austin, Texas 78751

Highway Patrol  
Department of Public Safety  
Superintendent  
State Office Building  
Salt Lake City, Utah 84101

Vermont State Police  
Public Safety Department  
Superintendent  
Bailey Avenue Extension  
Montpelier, Vermont 05602

Department of State Police  
Superintendent  
P.O. Box 1299  
Richmond, Virginia  
23210

Washington State Patrol  
Superintendent  
Headquarters General Administration  
Building  
Olympia, Washington 98501

West Virginia State Police  
Superintendent  
Capitol Building  
Charleston, West Virginia 25305

State Patrol  
District 1 Headquarters  
4845 East Washington  
Madison, Wisconsin 53700

Highway Patrol  
Wyoming Highway Department  
P.O. Box 1708  
Cheyenne, Wyoming 82001

Information about jobs at the State level can also be obtained by contacting a representative of the nearest State civil service commission.

### Local and County Levels

International Association of Chiefs of Police  
11 Firstfield Road  
Gaithersburg, Maryland 20760

National Sheriffs' Association  
1250 Connecticut Avenue, Suite 320  
Washington, D.C. 20036

American Society of Criminology  
1314 Kinnear Road  
Columbus, Ohio 43212

Specific information about job opportunities at these levels can be obtained by contacting a representative of the nearest local and/or county civil service commission, or the recruitment or personnel office of the local and/or county police department.

### THE JUDICIARY

Administrative Office of the U.S. Courts  
Division of Personnel  
Supreme Court Building  
Washington, D.C. 20544

Administrative Office of the State Courts  
Division of Personnel  
(In the 50 States, American Samoa, Guam, and Puerto Rico, these offices are usually located in the capital or principal city.)

American Bar Association  
1155 East 60th Street  
Chicago, Illinois 60637

American Library Association  
50 East Huron Street  
Chicago, Illinois 60611

American Polygraph Association  
P.O. Box 74  
Linthicum Heights, Maryland 21090

Institute of Judicial Administration  
1 Washington Square Village  
New York, New York 10012

National Association of Legal Secretaries  
3005 East Skelly Drive, Suite 120  
Tulsa, Oklahoma 74105

National Association of Para-Legal Personnel  
188 West Randolph Street  
Chicago, Illinois 60601

National Business Education Association  
1906 Association Drive  
Reston, Virginia 22091

National Center for State Courts  
300 Newport Avenue  
Williamsburg, Virginia 23185

National Council on Crime and Delinquency  
411 Hackensack Avenue  
Hackensack, New Jersey 07601

National Shorthand Reporters Association  
2361 South Jefferson Davis Highway  
Arlington, Virginia 22202

Specific information about job opportunities can be obtained by contacting a representative of the nearest local, county and/or State civil service commission office, or Federal Job Information Center (see list at the beginning of this section).

**CORRECTIONS AND REHABILITATION****Federal Level**

To find out more about correction occupations in this *Guidebook*, or general information on corrections at the Federal level, write to any of the offices listed below:

Federal Bureau of Prisons  
Central Office  
Washington, D.C. 20534

South Central Regional Office  
3883 Turtle Creek Boulevard  
Dallas, Texas 75219

Southeast Regional Office  
3500 Greenbriar Parkway, S.W.  
Atlanta, Georgia 30331

North Central Regional Office  
8800 Northwest 112th Street  
K.C.I. Bank Building  
Kansas City, Missouri 64153

Northeast Regional Office  
Scott Plaza II  
Industrial Highway  
Philadelphia, Pennsylvania 19113

Western Regional Office  
330 Primrose Road - Fifth Floor  
Crocker Financial Center Building  
San Francisco, California 94010

**State Level**

Below are listed the names of the State correctional agencies that provide custody, treatment, and training for adult and/or juvenile offenders in correctional and detention institutions. To obtain more information about occupations, or general information about corrections, write to the agency in the capital city of the State in which you reside or wish to work.

**Alaska**

State Board of Corrections (Adult)  
Department of Youth Services (Juvenile)

**Alaska**

Department of Health and Social Services,  
Division of Corrections (Adult and  
Juvenile)

**Arizona**

Department of Corrections (Adult and  
Juvenile)

**Arkansas**

Department of Corrections (Adult)  
Department of Social and Rehabilitative  
Services, Juvenile Services Division  
(Juvenile)

**California**

Department of Corrections, Adult  
Authority (Adult)  
California Youth Authority (Juvenile)

**Colorado**

Department of Institutions, Division of  
Corrections (Adult)  
Department of Institutions, Division of  
Youth Services (Juvenile)

**Connecticut**

Department of Corrections (Adult)  
Department of Children and Youth  
Services (Juvenile)

**Delaware**

Department of Health and Social Services,  
Division of Adult Corrections (Adult)

Department of Health and Social  
Services, Division of Juvenile Corrections  
(Juvenile)

**Florida**

Department of Health and Rehabilitative  
Services, Division of Corrections (Adult)  
Department of Health and Rehabilitative  
Services, Division of Youth Services  
(Juvenile)

**Georgia**

Department of Offender Rehabilitation  
(Adult)  
State Board of Corrections (Adult)  
Department of Human Resources, Youth  
Service Section (Juvenile)

**Hawaii**

There is no central authority which administers all of the functions of corrections. Instead, correctional services are administered by various agencies in the criminal justice system. The Family Court Division of the Circuit Court administers the juvenile detention facilities. The Corrections Division within the Department of Social Services and Housing administers the State prison and honor camps.

**Idaho**

Department of Corrections (Adult)  
State Youth Rehabilitation Authority  
(Juvenile)

**Illinois**

Department of Corrections (Adult and  
Juvenile)

**Indiana**

Department of Corrections (Adult and  
Juvenile)

**Iowa**

State Department of Social Services,  
Bureau of Adult Corrections (Adult)  
State Department of Social Services,  
Bureau of Family and Adult Services  
(Juvenile)

**Kansas**

Department of Corrections (Adult)  
Department of Social and Rehabilitative  
Services (Juvenile)

**Kentucky**

Department of Justice, Bureau of  
Corrections (Adult)  
Department of Human Resources, Bureau  
of Social Services (Juvenile)

**Louisiana**

Department of Corrections (Adult and  
Juvenile)

**Maine**

Department of Mental Health and  
Corrections, Bureau of Corrections (Adult  
and Juvenile)

**Maryland**

Department of Public Safety and Correctional  
Services, Division of Correction (Adult)  
Department of Health and Mental Hygiene,  
Division of Juvenile Services (Juvenile)

**Massachusetts**

Department of Corrections (Adult)  
Department of Youth Services (Juvenile)

**Michigan**

Department of Corrections (Adult)  
Department of Social Services, Office of  
Children and Youth Services (Juvenile)

**Minnesota**

Department of Corrections (Adult and  
Juvenile)

**Mississippi**

Mississippi has no centralized adult correctional administrative authority. The only State-level correctional facility for adults is the Mississippi State Penitentiary, which is under the authority of a governing board appointed by the Governor.  
Department of Youth Services (Juvenile)

**Missouri**

Department of Corrections (Adult)  
State Board of Training Schools (Juvenile)

**Montana**

Department of Institutions (Adult and  
Juvenile)

**Nebraska**

Department of Correctional Services (Adult  
and Juvenile)

**Nevada**

Board of State Prison Commissioners (Adult)  
Department of Human Resources  
(Juvenile)

**New Hampshire**

No independent State agency. Each State  
correctional institution for adults is administered independently.

State Youth Development Center (Juvenile  
detention center in State)

**New Jersey**

Department of Institutions and Agencies  
(Adult and Juvenile)

**New Mexico**

Department of Corrections (Adult and  
Juvenile)

**New York**

Department of Correctional Services (Adult)  
Department of Correctional Services,  
Division for Youth (Juvenile)

**North Carolina**

Department of Correction (Adult)  
Department of Correction, Division of Youth  
Development (Juvenile)

**North Dakota**

Director of Institutions (Adult and  
Juvenile)

**Ohio**

Department of Rehabilitation and  
Correction (Adult)  
Ohio Youth Commission (Juvenile)

**Oklahoma**

Department of Corrections, Division of  
Institutions (Adult and Juvenile)

**Oregon**

Department of Human Resources, Division  
of Corrections (Adult)  
Department of Human Resources, Division  
of Children's Services (Juvenile)

**Pennsylvania**

Bureau of Corrections (Adult)  
Department of Public Welfare, Bureau of  
Youth Services (Juvenile)

**Rhode Island**

Department of Corrections (Adult and  
Juvenile)

**South Carolina**

Department of Corrections (Adult)  
Department of Youth Services, Youth  
Bureau Division, and Division of Juvenile  
Corrections (Juvenile)

**South Dakota**

Board of Charities and Corrections (Adult  
and Juvenile)

**Tennessee**

Department of Corrections (Adult and  
Juvenile)

**Texas**

Department of Corrections (Adult)  
Texas Youth Council (Juvenile)

**Utah**

Department of Social Services, Division of  
Corrections (Adult)  
Department of Social Services, Division of  
Family Services (Juvenile)

**Vermont**

Department of Corrections (Adult and  
Juvenile)

**Virginia**

Department of Welfare and Institutions,  
Division of Corrections (Adult)  
Department of Welfare and Institutions,  
Division of Youth Services (Juvenile)

**Washington**

Department of Social and Health Services,  
Division of Corrections (Adult)

Department of Social and Health Services,  
Office of Juvenile Rehabilitation (Juvenile)

**West Virginia**

Division of Correction, Commissioner of  
Public Institutions (Adult and Juvenile)

**Wisconsin**

Department of Health and Social Services,  
Division of Corrections (Adult and  
Juvenile)

**Wyoming**

Board of Charities and Reform (Adult and  
Juvenile)

**District of Columbia**

District of Columbia Department of  
Corrections (Adult and Juvenile)

**Local and County Level**

To find out more about correctional pro-  
grams in your community, get in touch  
with your city or county civil service com-  
mission, or apply directly to the program  
center.

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The occupational titles are arranged alphabetically and are presented in the following manner:

Preferred occupational titles appear in all capital letters. Alternate titles by which the job is also known appear in lower case letters. Initial capital letters are used for job titles that are variations of the job with which they are associated.

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