

U.S. Department of Justice
Operational Diversity Management Plan (revised)
July 31, 2012- USAO-NDIA

Component: United States Attorney's Office
Northern District of Iowa

Date: July 31, 2012

Point of Contact: Appellate Chief

Diversity Committee Members:

Chair, Appellate Chief
Vice-Chair, Branch Chief
Human Resources Specialist, Disability Point of Contact for Attorney Hiring
(DPOC), Selective Placement Coordinator (SPC), and Disability Program
Manager (DPM)
Paralegal Specialist
Senior Litigation Counsel
AUSA

Workforce Profile:

We currently have fifty-one employees in our workforce in the United States Attorney's Office for the Northern District of Iowa (USAO-NDIA), including twenty-three excepted service employees and twenty-eight competitive service employees. Our workforce is comprised of twenty-three men and twenty-eight women. Three of our twenty-three attorneys are women, including the United States Attorney. We have one white female in our workforce who has a reported disability (comprising 2% of our workforce).

Our demographic profile includes the following:

Ethnicity	Number of Employees	Percentage of workforce
Black	1 (female)	2%
Hispanic/Latino	1 (male)	2%
White (non-Hispanic)	49 (22 men & 27 women)	96%
Total:	51	100%

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Our workforce is further comprised of the following:

Grade	Number of Employees	Grade	Number of Employees
GS 2	2	GS 13	2
GS 5	1	AD 24	1
GS 6	2	AD 25	1
GS 7	6	AD 26	1
GS 8	2	AD 29	13
GS 9	2	AD 31	1
GS 10	1	AD 33	1
GS 11	6	AD 37	4
GS 12	4	AD 40	1

CATEGORY 1 **Leadership Commitment and Organizational Infrastructure**

- 1) Diversity Committee Bylaws have been created which include the following responsibilities:
 - Ensure compliance with the core elements of the Department's Diversity Management Plan and this Operational Diversity Management Plan
 - Identify priorities and measures for demonstrating successful achievement of this Operational Diversity Management Plan
 - Meet at least twice per year with the United States Attorney
- 2) The USAO-NDIA will provide diversity management training for all supervisors and managers on an annual basis, including reviewing the following:

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- the Department's Diversity webpage (<http://dojnet.doj.gov/diversity/index.php>);
 - the Department's affinity groups (<http://dojnet.doj.gov/diversity/orgs.php>); and
 - USAO-NDIA's Operational Diversity Management Plan.
- 3) The USAO-NDIA will continue to incorporate a performance measure related to diversity in supervisor performance work plans, which provides the following:
- Actively engages in the overall hiring process. Effectively determines workforce requirements; identifies appropriate and necessary skills in advance of filling position vacancies; participates actively in recruitment efforts; and makes, or recommends, selections of well-qualified individuals. With rare exception, adheres to relevant hiring timelines.
- 4) The USAO-NDIA seeks to increase our employees' awareness of diverse populations. To achieve this, our Special Emphasis Program Managers (SEPMs) and the Diversity Committee will continue to enhance their efforts and involvement in the Department's Special Emphasis Programs (SEPs). Our SEPMs will continue to announce the SEPs that are broadcast on JTN. Our SEPMs will continue to enhance efforts to commemorate each of the SEPs by organizing potlucks, hosting presentations, and preparing other events, including working to invite guest speakers who are approved in advance by the FAUSA.
- 5) The USAO-NDIA will continue to seek to increase the awareness among Iowans who are members of ethnic and racial minority groups, persons with disabilities, and lesbian, gay, bisexual, and transgender persons regarding the mission of our office and the tools we have to protect the civil rights of all persons in the Northern District of Iowa.

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**CATEGORY 2 Recruitment and Efforts to Hire Persons with Disabilities,
including Persons with Targeted Disabilities**

The USAO-NDIA will do the following:

- 1) Ensure that appropriate EEO and HR training is provided for our Disability Point of Contact for Attorney Hires (DPOC), Selective Placement Coordinator (SPC), and Disability Program Manager (DPM).
- 2) Undertake to recruit and hire qualified experienced attorneys and non-attorneys with targeted disabilities as required by the May 30, 2012 Memorandum from the Attorney General titled, "The Justice Department's Schedule A Hiring Plan for Persons with Targeted Disabilities." To do so, we will utilize Schedule A, Section (u) hiring authority in an effort to fill positions with qualified persons with targeted disabilities. See 5 C.F.R. § 213.3102(u).
- 3) Follow the USAO-NDIA's Schedule A, Section (u) process for recruiting and hiring persons with targeted disabilities, which includes:

Recruitment:

- The USAO-NDIA will continue its efforts to recruit qualified individuals with disabilities.
- Additionally, it will urge those with targeted disabilities who are interested in employment with the USAO-NDIA to register for OPM's Shared List of People with Disabilities (also known as the Bender Disability Employment Registry) by submitting their resume to resume@benderconsult.com and by referencing "Federal Career Opportunities" in the subject line. The USAO-NDIA will advise those seeking further information about the list to visit www.benderconsult.com.

The Hiring Process:

- Qualified individuals with targeted disabilities are eligible to be considered, interviewed, and hired for a position before the position is advertised or, if the position has been advertised, before the position's closing date as well as after the closing date.

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- To best identify potential applicants with targeted disabilities, the USAO-NDIA will do the following:
 - A) Notify of Open Positions. The hiring manager will notify the DPOC/SPC/DPM about all open positions *before* the position is advertised, and the hiring manager will give the DPOC/SPC/DPM a detailed description of the position and the required qualifications. If an appropriate position description already exists, it may be used. If not, the Human Resources Specialist and the hiring manager should work together to develop a position description or job analysis that identifies the competencies needed to perform the essential duties of the job.
 - B) Develop a List of Qualified Candidates. The Human Resources Specialist will develop a list of candidates with targeted disabilities who appear to meet the qualification requirements of the position by using the Office of Personnel Management's (OPM) Shared List of People with Disabilities and by reviewing other available sources of applicants with targeted disabilities such as the Department of Labor's Workforce Recruitment Program (WRP).

If the Human Resources Specialist is not able to develop a list of qualified candidates, then the USAO-NDIA will proceed with advertising the position using its standard process and encouraging persons with targeted disabilities, along with all other persons, to apply.
 - C) Review Resumes and Interview Candidates. When a hiring manager receives a list of Section (u) candidates (regardless of whether it is prior to or as a result of advertising the vacancy), the hiring manager will carefully review and consider the qualifications of those applicants and will then proceed to select for interview any qualified candidate.¹ The hiring manager will then select as many,

¹ Inquiries or conversations about what reasonable accommodation the Schedule A, Section (u) candidate may need in order to perform the job should take place only *after* the candidate has accepted the job offer.

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but not less than one, qualified applicant from the list of Section (u) candidates for interview. The Human Resources Specialist should request from each candidate who is selected for interview the required documentation to establish the candidate meets the provisions of Schedule A, Section (u), including documentation of disability and certification of job readiness.² When possible, the USAO-NDIA will fill an advertised position prior to the closing date of the vacancy announcement.

- D) Recheck OPM's List. Once a vacancy announcement closes, the search for qualified applicants with targeted disabilities will be repeated. Once the list of qualified candidates is compiled, the application packages will be forwarded to the hiring manager for consideration for interview along with those qualified candidates selected for interview who responded to the vacancy announcement (which may also include individuals who self-identified as having targeted disabilities). The hiring manager will select as many, but not less than one, qualified applicant with a targeted disability for interview. After considering all of the applicants, the hiring manager will then select the candidate best suited for the job.³

Eligibility for Schedule A, Section (u)

A person is eligible for an appointment under Schedule A, Section (u), if he/she is qualified for the job, has a targeted disability, and is certified as job ready:

- A) Qualified for job - the Human Resources Specialist will apply the evaluation procedure as he/she does for all other applicants to determine whether a Section (u) candidate is qualified for the job. If a Section (u) applicant does not possess the requisite

² All of the individuals on OPM's Shared List of People with Disabilities have been confirmed as having a targeted disability and have been certified as job-ready.

³ If the USAO-NDIA determines a Section (u) eligible person is the most appropriate candidate for a vacancy, then it will determine the most appropriate type of appointment under Section (u): temporary, time-limited, or permanent.

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qualifications to perform the job (i.e., the necessary knowledge, skills, and abilities to perform the required duties of the position), then the hiring manager may continue to use the existing competitive service process to fill the vacancy.⁴

- B) Targeted Physical or Mental Disability - the Human Resources Specialist must receive a letter from any one of the following which simply states that the person has a targeted disability⁵: a doctor; a licensed medical professional; a licensed rehabilitation professional; or representative of any federal, state, District of Columbia, or U.S. territory agency that issues or provides disability benefits.
- C) Certified as Job Ready - Applicants who seek eligibility pursuant to Section (u) must provide sufficient information to the USAO-NDIA so the USAO-NDIA may determine the applicant is "job ready." This need not come in the form of a formal certificate, but must include information that the applicant (1) is ready for employment, (2) has the ability to perform the essential job functions, and (3) is likely to succeed in performing the job. In cases where certification has not been provided, the USAO-NDIA may give the applicant a temporary appointment under Schedule A, Section (u) authority to determine the applicant's job readiness.

⁴ All USAO-NDIA hiring managers are aware that OARM will consider a waiver of the one-year post-J.D. experience requirement for attorney positions for a qualified candidate with a targeted disability.

⁵ There are no specific definitions of what types of disabilities qualify for Section (u), but some of the types of disabilities that can qualify include but are not limited to: deafness, blindness, missing extremities, partial or complete paralysis, convulsive disorders, intellectual disabilities, psychiatric disabilities, and distortions of the limb or spine.

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Certification to EOUSA

The USAO-NDIA will certify annually to EOUSA that it considered and interviewed qualified persons with a targeted disability, if available, for every non-exempt position it filled.

- 4) Facilitate training for hiring managers on how to recruit, hire, and promote persons with disabilities.
- 5) Consult and involve the DPOC/SPC/DPM throughout the hiring process.
- 6) Follow established policies and procedures for providing reasonable accommodations and ensuring compliance with Section 508 of the Americans with Disabilities Act; update the NDIA-USAO's EEO policy, as necessary; respond to all requests for reasonable accommodation promptly and in consultation with EOUSA's Personnel Staff and General Counsel's Office.
- 7) Work with OARM, JMD, and the Special Counsel for Disability Resources to develop and continually update an internal network of disability organizations to advertise current employment opportunities; send all vacancy announcements⁶ to at least the following groups and organizations:

Arc East Central Iowa (dpetersen@arceci.org)
Aging and Disability Resource Centers of Iowa (aging@iowa.gov)
Cedar Falls Human Rights Commission (bob.seymour@cedarfalls.com)
Cedar Rapids Human Rights Commission (civilrights@cedar-rapids.org)
Communication Service for the Deaf (inquiry@c-s-d.org)
Deaf Women of Iowa Against Abuse (dwiaa@hotmail.com)
Deaf Services Commission of Iowa (dhr.dsci@iowa.gov)
Disability and Business Technical Assistance Center (DBTAC) - Great Plains
ADA Center (ada@missouri.edu or dejongj@missouri.edu)
Drake Univ's Student Disability Services Coordinator (michelle.laughlin@drake.edu)
Iowa Association of the Deaf, Inc. and local affiliates (Tlegg30744@aol.com,
kathymuffin99@aol.com, njscady@aol.com, desukonkel@aol.com,
tigerchiefs@msn.com, dljm642003@hotmail.com, af_princess2002@yahoo.com)

⁶ Student vacancy announcements will only be forwarded to applicable disability organizations (i.e., those serving student populations).

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Iowa School for the Deaf

(pclancy@iowaschoolforthe deaf.org and sslater@iowaschoolforthe deaf.org)

Iowa Western Community College's American Sign Language and Interpreting
Program (ccool@iwcc.edu and gschochenmaier@iwcc.edu)

Kirkwood Community College's American Sign Language and Interpreting
Programs (infocenter@kirkwood.edu)

Relay Iowa (lori.sporrer@hamiltonrelay.com)

University of Northern Iowa American Sign Language Club
(karlene.kischer-browne@uni.edu)

- 8) Monitor and, when requested, report on progress made to support the Department-wide two percent goal of hiring Persons with Targeted Disabilities.

CATEGORY 3 Recruitment

The USAO-NDIA will do the following:

- 1) Update, as needed, the employment webpage on the USAO-NDIA's internet site.
- 2) Utilize established Departmental outreach distribution networks upon consultation with OARM, JMD/EEOS, or EOUSA/EEO; continue to submit our attorney vacancies to EOUSA/EEO for nationwide dissemination to various diversity organizations.
- 3) Assess effectiveness of current recruitment and outreach practices and create plans to refine and expand efforts with the goal of engaging in outreach and recruitment to obtain broad and diverse applicant pools with varied life experiences.
- 4) Upon guidance from JMD, collect and analyze voluntarily submitted applicant demographic data to help determine effectiveness of outreach efforts.
- 5) Coordinate with OARM, JMD/EEOS, or EOUSA/EEO to develop and continually update a local outreach list of appropriate professional, educational, and diverse sources where job announcements will be regularly distributed; send vacancy

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announcements⁷ to at least the following groups and organizations (in addition to those listed above in Category 2(¶ 7)):

African American Historical Museum of Cedar Rapids (director@blackiowa.org)
Citizens for Undoing Racism (Cedar Falls, Iowa) (jon.crews@cedarfalls.com)
Drake University and Drake University Law School (Michelle.Laughlin@drake.edu)
 Drake African Students Organization (maame.apenteng@drake.edu)
 Drake Asian Pacific American Law Students Ass'n (amy.gandhi@drake.edu)
 Drake Black Law Student Association (linda.lane@drake.edu)
 Drake Coalition of Black Students (danielle.ford@drake.edu)
 Drake Rainbow Union (calvin.zane@gmail.com)
 Drake South Asian Student Association (royce.cyriac@drake.edu)
 Drake Vietnamese-American Student Association (vasa.drakeContact@gmail.com)
Hawkeye Community College
 Multicultural Student Organization (quentin.hart@hawkeyecollege.edu)
 Latin American Student Organization (quentin.hart@hawkeyecollege.edu)
Iowa National Bar Association (iowa@ianationalbar.com)
Iowa Organization for Women Attorneys (president@iowawomenattorneys.org)
Morris Scholarship Fund (morris@assoc-mgmt.com)
NAACP President (Waterloo) (goodie7481@hotmail.com)
National Black Prosecutors Association (olu.salami@polkcountyiowa.gov)
National Conference of Women's Bar Associations (info@ncwba.org)
National Hispanic Bar Association (ztapia@hnba.com)
National Urban League (lucretiasw@msn.com)
Rainbow Push (info@rainbowpush.org)
The University of Iowa College of Law
 Asian American Law Students Association (AALSA)
 (monica.kim@uiowa.edu and janice-s-kim@uiowa.edu)
 Black Law Students Association (BLSA)
 (kyla-djannie@uiowa.edu and darcelle-skeete@uiowa.edu)
 Latino Law Students Association
 (mauricio-cardona@uiowa.edu and beatriz-gonzalez@uiowa.edu)
 Middle Eastern Law Students Association (MELSA) (sharad-bijanki@uiowa.edu)
 Native American Law Students Association (NALSA)
 (courtney-jordan@uiowa.edu)

⁷ Student vacancy announcements will only be forwarded to applicable groups and organizations (i.e., those serving student populations).

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Organization for Women Law Students and Staff (OWLSS)

(jessica-gittermeier@uiowa.edu)

The Outlaws (andrew-greenberg@uiowa.edu)

University of Northern Iowa

Center for Multicultural Education (michael.blackwell@uni.edu)

Asian Students and Alliances

(uniasianstudentalliance@gmail.com and rowena.tan@uni.edu)

Black Greek Alliance

(blackgreekalliance_uni@yahoo.com and kathleen.peters@uni.edu)

Black Male Leaders Union

(BlackMaleLeadersUnion@gmail.com and jon.cox@uni.edu)

Chinese Students and Scholars Association (liangnan_steven@yahoo.com)

Ethnic Student Promoters (uni.esp92@gmail.com)

EXCEL student organization (jon.cox@uni.edu)

Gender Equality Association (barbara.cutter@uni.edu and poped@uni.edu)

Hispanic/Latino Student Union

(unihispaniclatinostudentunion@gmail.com and tabatha.cruz@uni.edu)

Native American Student Union (catherine.zeman@uni.edu)

Saudi Student Club (ross.schupbach@uni.edu)

Turkish Students Association (yuksekb@uni.edu)

UNI African Union (michael.blackwell@uni.edu)

- 6) Engage in more active recruitment on the University of Iowa College of Law's campus and at Drake University Law School, particularly with diversity groups, to increase awareness of internship, work study, and career employment opportunities within our office; continue to post work study law clerk opportunities on the University of Iowa's JobNet internet site.
- 7) Raise awareness of our office's mission among members of the community and college diversity organizations.

CATEGORY 4 Hiring

The USAO-NDIA will do the following:

- 1) Ensure that all hiring is conducted in accordance with EEO principles and legal requirements.
- 2) Facilitate and require annual training on merit system principles for all

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supervisors and individuals participating in the hiring process.

- 3) Facilitate and require training once every two years on effective interview practices for all supervisors and individuals participating in the hiring process (including, having all supervisors and participating individuals watch "Effective Interview and Hiring Strategies" (56 minutes) on JustLearn and review OARM's Handout on Conducting an Effective Interview at <http://dojnet.doj.gov/oarm/effective-interview.pdf>).
- 4) Assess hiring practices and describe plans to refine and expand efforts.
- 5) Use broad interview panels that are representative of a cross-section of the office, with regard to seniority, management experience, and substantive expertise.

CATEGORY 5 Professional Development and Retention

The USAO-NDIA will do the following:

- 1) Assess use of retention tools and strategies and describe plans to refine and expand efforts; focus on retaining female attorneys.
- 2) Provide performance management training for managers and supervisors, as required.
- 3) Continue to enhance the orientation program we currently have in place for all new employees and revise the New Employee Orientation Checklist (see attached Welcome to the Northern District and Orientation Overview; New Employee Orientation Checklist).
- 4) Assess current professional development needs and practices and describe plans to refine and expand efforts to ensure that all employees have opportunities to develop their careers; training coordinator should continue to ensure that all staff members have the opportunity to attend training conference at the NAC and in Washington, D.C., to refresh and enhance their skills; training coordinator should continue to provide in-house training opportunities on at least a bi-monthly basis; supervisors should continue to meet with supervisees informally throughout the rating period to provide feedback about the supervisee's performance; conduct a mid-term progress review in which

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supervisors (a) discuss whether the supervisee is on track to meet the supervisee's Results and Expected Outcomes and (b) discuss whether the supervisee is receiving sufficient training.

- 5) Continue to refine our robust attorney mentoring program to support knowledge management and the professional development of all attorneys, including new supervisors (see attached Mentor Training Checklist for Criminal AUSAs/SAUSAs, Mentor Memorandum sample, Mentee Memorandum sample).
- 6) Create a mentoring program for legal assistants and paralegals to support knowledge management and the professional development of all support staff; create a mentor training checklist for legal assistants and paralegals.
- 7) Conduct an exit interview with all departing employees (except students) on or close to their last day of employment; provide departing employees (except students) with the exit survey and encourage them to be forthcoming in their responses; focus on the employee's reasons for leaving the office and the employee's views of the working conditions during the term of employment; analyze results; and develop new practices that can improve the workplace for all employees based on the results.
- 8) Continue to refine our awards and recognition practice, including, when fiscally possible, regular performance recognition and outstanding accomplishments recognition by awarding On-the-Spot Awards, performance awards, and special achievement awards; continue to nominate employees for awards such as the Attorney General's award, recognizing that the nomination itself is an honor; and send congratulatory and thankful emails.

CATEGORY 6 Transparency and Sustainability

The USAO-NDIA will do the following:

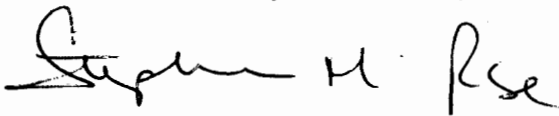
- 1) Post updated versions of the USAO-NDIA's Operational Diversity Management Plan on its intranet site.
- 2) Communicate diversity efforts regularly to employees through email, memoranda, all-office meeting announcements, and video links.
- 3) Update the USAO-NDIA's EEO & Diversity page on the intranet; encourage

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employees to explore the information contained on the page.

- 4) Continue to post all management policies and procedures, including those regarding leave, awards, training, and professional development on the USAO-NDIA's intranet site.

Submitted on July 31, 2012, by:



Stephanie M. Rose
United States Attorney
Northern District of Iowa

Attachments: Welcome to the Northern District and Orientation Overview
 New Employee Orientation Checklist
 Criminal AUSA / SAUSA Mentor Checklist
 Memo to Mentor re Criminal AUSA / SAUSA Mentor Program
 Memo to Mentee re Criminal AUSA / SAUSA Mentor Program

Updated: July 31, 2012

Welcome to the Northern District and Orientation Overview
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Office Information

Welcome to the Northern District of Iowa[top of page](#)

This handbook is designed to provide employees with a ready source of information regarding administrative policies of the Office of the United States Attorney, Northern District of Iowa, and many of the policies governing employees of the Department of Justice. It also contains general employment facts, responsibilities, rights, and benefits that are yours as an employee of this office. While many of the policies contained in this handbook are derived from or are adoptions of policies of the Department of Justice and the Executive Office for United States Attorneys (EOUSA), it is not intended to be all inclusive of the policies and regulations which govern the conduct of employees of the United States Attorney's Office, Northern District of Iowa.

The areas addressed in this handbook are those which most commonly raise questions for employees. Specific questions not answered by this Employee Handbook should be presented to your immediate supervisor for resolution or inquiry. As rules, regulations, policies, and procedures often change, we will periodically issue updates and changes. If there is anything you would like included which is not currently in the Employee Handbook or, if you would like more information about certain topics, please do not hesitate to share your ideas with your supervisor or the Human Resources Specialist (HRS). Your suggestions will be gratefully received.

Overview of the Department of Justice[top of page](#)

The United States Department of Justice has been described as the largest law office in the world. Although the Office of the Attorney General was created by the Judiciary Act of 1789, the Department of Justice did not come into being until 1870 when it was established by Congress.

The Department of Justice is headed by the Attorney General, who is the Chief Legal Officer for the Federal Government. The principal assistant is the Deputy Attorney General. There is an Assistant Attorney General in charge of each of the divisions, such as Criminal, Civil, Lands and Natural Resources, Tax, Civil Rights, Administrative, and Antitrust Divisions. In addition, there are other offices and bureaus within the Department. Each division is further subdivided into operational units known as sections.

The Office of the Deputy Attorney General has direct responsibility for the United States Attorneys and Marshals. Although various sections of the respective divisions of the Department of Justice supervise certain litigation handled in the Northern District of Iowa, the United States Attorney's Office handles the vast majority of the federal litigation in our district. Policy decisions on tax, environmental, antitrust and civil rights litigation generally comes from the

Department, while the strategic and tactical decisions concerning litigation lie within the realm of this office. Policy decisions on other litigation generally come from the United States Attorney.

One of the primary responsibilities of the Department of Justice is to represent the United States in court. Attorneys in the general offices of other departments and agencies perform day-to-day legal duties for the government, such as negotiation of contracts, settlement of complaints, and the provision of legal advice to other government officials. However, when the department or agency is involved in or is contemplating litigation, the matter is generally referred to the Department of Justice.

With certain exceptions, the bulk of litigation functions of the Department of Justice are performed by the United States Attorneys' Offices and their staffs. With regard to most violations of federal criminal law, the United States Attorneys have broad discretion to initiate, pursue, or decline criminal prosecution.

Information is available on the DOJNet which allows you to search Department of Justice policies, procedures and regulations. To access the DOJNet, click here [Link to DOJ Net.](#)

Overview of the Executive Office for U.S. Attorneys (EOUSA)[top of page](#)

The EOUSA provides general executive assistance and non-litigative oversight to the United States Attorney's Offices, including evaluating the performance of the United States Attorney's Offices, making appropriate reports and taking corrective actions where indicated, publishing and maintaining a United States Attorneys' Manual and United States Attorneys' Bulletin, and coordinating and directing the relationships of their offices with other organizational units of the Department of Justice.

The EOUSA also supervises the operation of the Office of Legal Education, including the Attorney General's Advocacy Institute and the Legal Education Institute, and provides staff assistance and funds to the Attorney General's Advisory Committee of United States Attorneys. Administrative and logistic services, including the allocation of personnel, financial resources, and office automation equipment, are furnished to the United States Attorney's Offices. The EOUSA also supervises the implementation and administration of the Law Enforcement Coordination Program and the Victim Witness Protection Act.

Information is available on the USANet which allows you to search EOUSA and United States Attorney policies, procedures and regulations. To access the USANet, click here [Link to USANet.](#)

Overview of the Office [top of page](#)

There are 94 federal judicial districts within the 50 states, Guam, Puerto Rico, and the Virgin Islands. The United States Attorneys are each appointed by the President of the United States and confirmed with the advice and consent of the United States Senate. Each serves a term of four years, subject to reappointment or replacement by the President. Our United States Attorney for the Northern District of Iowa is Stephanie M. Rose. In addition to the United States Attorney, there are Assistant United States Attorneys (AUSAs) who are under the personnel authority of the Associate Attorney General.

Basically, we are the law firm for the United States of America. As a result, our practice and training programs are geared to developing the highest standards of excellence in the enforcement of federal criminal and civil laws and the representation of the government, its agencies, and employees in federal civil actions.

The Northern District of Iowa consists of 52 counties in the northern half of Iowa. The headquarters office for the Northern District of Iowa is located in Cedar Rapids, Iowa. There is a staffed branch office located in Sioux City, Iowa. The permanent staff consists of 21 attorneys including the United States Attorney and 27 permanent support staff (including paralegals) assist these attorneys along with temporary support staff. In addition to these, the staff fluctuates depending on the number of law students and other students in various internship programs, college work study participants and senior aide positions. The District also has three HIDTA Special Assistant United States Attorneys (SAUSAs) who sit in our office and several SAUSAs working in other federal, state and local agencies.

The office is organized into three divisions: Criminal, Civil, and Administration. Our First Assistant United States Attorney (FAUSA) and Criminal Chief is Sean R. Berry, our Special Counsel to United States Attorney is Richard L. Murphy, our Civil Chief is Matthew Cole, our Appellate Chief is Teresa K. Baumann, our Senior Litigation Counsel is CJ Williams, our Administrative Officer is Misti L. Kloubec, and the Sioux City Branch Chief is Timothy Duax.

Orientation [top of page](#)

Your orientation begins immediately following your appointment and is planned as a primary means of introducing you to your new environment and to other matters related to your position with the United States Attorney's Office. You will be informed of important matters concerning the Department of Justice and the United States Attorney's Office, conditions of your employment, your rights, job and work environment, and services available to you. This is followed by an introduction to your job by your supervisor and other division staff.

Questions or suggestions are always welcome and you should consider them an excellent opportunity for mutual exchange of information and ideas. Any time you have questions concerning any phase or conditions of your employment, do not hesitate to discuss them with your supervisor or the HRS. However, most day-to-day questions which arise can best be dealt with by your supervisor. Always consult your supervisor first for help or advice since he/she is the person closest to your work situation and, thus best qualified to help you.

Your immediate supervisor is the person who will:

- Assign your work.
- Check your work periodically to ensure progress.
- Evaluate your performance.
- Assist you in correcting any deficiencies in performance or conduct.
- Discuss and resolve problems and complaints.
- Provide on-the-job training and recommend other training or self development to assist you at work.
- Recommend special awards or other job recognition when appropriate.
- Approve your leave and work schedule.
- It is essential that you keep informed about policies, rules and regulations pertaining to our office and those which are of a more general nature pertaining to you as a government employee. As an employee, you play a very important role in helping fulfill this office's mission. Achieving job satisfaction requires familiarizing yourself with your assigned duties, performing them to the best of your ability, and working in cooperation with fellow employees to the fullest extent. You can help to establish a smooth-running office by observing the following pointers in your daily routine:
 - Follow instructions issued by your supervisor;
 - Seek additional instruction and assistance when necessary from your supervisor in connection with the job assigned;
 - Report to your supervisor when a job is done, request further assignments;
 - Submit requests for leave to your supervisor for approval in sufficient time to enable work schedules to be rearranged;
 - Discuss misunderstandings, unsatisfactory working conditions, etc., with your supervisor so that a satisfactory resolution can be reached; and
 - Above all, remember that when things are not exactly what they should be in your organization, your supervisor would prefer hearing about it from you rather than a second or third party.

Checklist of What Will be Reviewed[top of page](#)

During training, a checklist is used to ensure that important topics are covered. It is important that the new employee ask any questions if procedures are unclear. [Link to checklist.](#)

Maps of the District[top of page](#)

The District and Bankruptcy Court division maps are located under Org Chart/Maps on the office home page. In

addition, a floor plan identifying the located of staff members in the headquarters office at the Hach Building in Cedar Rapids and also at the branch office in the Terra Building in Sioux City are also available at this site. [Link to maps.](#)

First Week in the Office [top of page](#)

Your first week in the office will consist of the following:

Orientation - handbook training by the Administrative Staff;

Computer and phone training by the Litigation Support Specialist or Systems Manager;

Tour of the office;

Just Learn / VOD viewing on various required topics;

Training with division supervisor or other division staff;

Swearing in ceremony to welcome you to the office;

Completion of required entrance on duty paperwork.

Collateral Duties Points of Contact[top of page](#)

The list of various collateral duties contacts for the office, as required by EOUSA, is available from the home page. This list is a listing of contacts for designated areas and functions of our office. [Link to chart.](#)

Civil Division[top of page](#)

The Civil Division handles a variety of matters, including; foreclosures, bankruptcy claims, defense of tort claims against the government agencies and employees, discrimination cases, and other miscellaneous civil matters. The Affirmative Civil Enforcement (ACE) attorney and staff handle the collection of damages, penalties, and fines involving fraud against the government, health care fraud, qui tam actions, and environmental enforcement.

Positions available in the Civil Division include attorneys, paralegals, and support staff. Civil Division attorneys engage in the full range of civil litigation from the filing and answering of complaints through discovery, motions, trials, and appeals.

New Civil lawsuits may only be opened and pursued with the approval of the FAUSA or USA, depending on the amount in the prayer for relief. ["Civil New Lawsuit Authorization."](#)

Criminal Division [top of page](#)

Approximately three-fourths of the district's attorney and secretarial resources are located in the criminal division. The main priority in the criminal division is the prosecution of terrorism-related, drug, and violent crime cases. As guns are often used in committing these offenses, our office also aggressively pursues violations of the federal gun laws. Our prosecution of drug and gun cases is enhanced with the assistance of three SAUSAs who are employees of the Iowa Attorney General's Office and are assigned full time to our office in Cedar Rapids to pursue drug violators as part of the midwest HIDTA program.

Other criminal priorities include white collar crime; violations of the immigration laws, with a special emphasis on employers or cases involving organized criminal activity; environmental crimes; health care fraud; and child pornography.

The Monetary Penalties Unit (MPU) which includes the Financial Litigation Unit (FLU) is responsible for collections of criminal and civil judgements, asset forfeitures, and other responsibilities.

Case assignments in the criminal division are made by the criminal chief and branch chief. Prosecution guidelines exist with most federal agencies and may be relied upon to make an immediate declination. Prosecution may be pursued in any case not meeting a prosecutive guideline, with the prior approval of the criminal chief, where extenuating circumstances exist. [Link to Prosecution Guidelines in Criminal section](#)

Positions available in the Criminal Division include attorneys, HIDTA SAUSAs, paralegals, and support staff.

Attorneys in the Criminal Division guide investigations, prepare indictments, make presentations to the Grand Jury and take cases to trial. They also handle any appeals with the guidance of the Appellate Chief.

Administrative Division [top of page](#)

The Administrative Division includes most of the administrative functions required to keep a large law office operating. The positions in the administrative unit include the Administrative Officer, Systems Manager, IT Specialist, Human Resources Specialist, Litigation Support Specialist, Budget Analyst, Administrative Technicians, and Clerks.

In the financial area, we are an allowance district which means that certain budget categories are managed within our office and others are managed at EOUSA. Travel vouchers, time and attendance records, expert witness claims, and vendor invoices are among the thousands of documents this staff processes annually; in addition, the District has draft authority allowing direct payment of bills up to \$10,000.

In the area of Human Resources, services include: recruitment/placement, background security processing, classification, pay, benefits, retirement, training, performance management, awards, discipline, grievance and appeal.

Office Automation is handled by the district's Information Technology (IT) staff. Maintenance and upgrades of equipment as well as training and managing the district's litigation support equipment are a few of the functions performed. Case management (LIONS) over site and statistical information is also available from the IT staff.

Support Services handles many functions for the office including records management, mail services, telecommunications, equipment, furniture, supplies and procurement services. We also have Delegated Procurement Authority which allows us to make purchases at the District level.

Many additional services are also performed by the administrative staff including reception duties, space management, copying, and assisting the District Office Security Manager (DOSM) on security services.

Office Information [top of page](#)

The addresses and phone numbers for offices, video conferencing, STU phones, fax and TTD phones are available from the home page. [Link to phone/address information.](#)

Policy approved by Stephanie M. Rose, United States Attorney.

This document provides only internal guidance for the U.S. Attorney's Office, Northern District of Iowa. It is not intended to, does not, and may not be relied upon to create any rights, substantive or procedural, enforceable at law by any party in any matter civil or criminal. Nor are any limitations hereby placed on otherwise lawful litigative prerogatives of the Department of Justice.

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NEW EMPLOYEE ORIENTATION

(Rev. 1/19/2012)

Employee Name _____ Entrance on Duty _____

Checklist should be completed and returned to the Human Resources Specialist (HRS) within 2 weeks of beginning employment. Due Date: _____

Day 1:

Tour of Office and Location of Workstation/Office, Restroom, Break room – Admin Staff Member

COMPLETE EOD PAPER WORK – HRS

All Staff

- _____ Oath of Office (SF61, Appointment Affidavit)
- _____ Swearing-in ceremony to be held _____
- _____ OF306, Declaration for Federal Employment
- _____ SF144, Statement of Prior Federal Service
- _____ Records Compliance – Entrance on Duty
- _____ Right of Federal Employees & Political Activity Handouts from Office of Special Counsel (OSC)
- _____ AD349 Employee Address
- _____ DOJ543 Employee Locator
- _____ SF181, Race & National Origin Identification
- _____ SF256 Self-Identification of Handicap
- _____ I-9, Employment Eligibility Verification
- _____ Email to Ethics Officer any outside activities to ensure no conflicts
- _____ Forms to be returned **no later than by second day** on board

Paid Staff (not work study, volunteers or Special Assistant US Attorneys (SAUSAs))

- _____ W4 (Iowa and Federal)
- _____ SF1199A Direct Deposit Sign-up form

Permanent Staff

- _____ SF2809 Health Benefits – starts pay period following receipt at Executive Office for U. S. Attorneys (EOUSA)
- _____ SF2817 Life Insurance Election – Basic starts immediately if not waived
- _____ Designation of Beneficiary forms: life insurance, retirement, and unpaid comp, if desired
- _____ Thrift Savings Plan (TSP) Election form
- _____ Benefits forms to be returned no later than _____ (Reminder, effective dates depend on return dates)

Handbooks/Handouts to provide:

- _____ TSP Summary Booklet; Managing Your TSP Account; TSP Fund Information
- _____ Federal Employee Group Life Insurance (FGLI) Booklet
- _____ Guide to Federal Benefits Booklet
- _____ Federal Employees Retirement System (FERS) Booklet
- _____ Payroll Calendar
- _____ Flexible Spending Account (FSA) Information
- _____ Federal Long Term Care Insurance Program (FLTCIP) Information

Miscellaneous Forms (as applicable)

- _____ SF210 Signature Card for US Marshal (AUSA/SAUSA, Victim Witness Coordinator (VWC), Law Enforcement Coordination Manager (LECM), & anyone signing OBD3's)
(Original to Receptionist for forwarding to Marshal, and filing copy in binder)
- _____ OBD 234 Accountable Officer Signature Form (original to Administrative Officer (AO) for processing)
- _____ Certified Invoice Procedures Delegation
- _____ Request for Financial Management Information System (FMIS) ID (to Budget Officer)
- _____ Government travel credit card application (to Budget Officer)
- _____ Emergency Notification Card
- _____ Information Technology (IT) Rules of Behavior & Preservation of Federal Records Notice

BENEFITS INFORMATION FOR PERMANENT STAFF AND APPOINTMENTS OVER 1 YR. - HRS

- _____ Health Insurance
- _____ Group Life Insurance
- _____ Direct Deposit
 - _____ Checks must be by direct deposit
 - _____ When changing banks, do not close account until new bank form is effective
- _____ Retirement
- _____ TSP
- _____ FLTCIP Insurance (Non-gov't benefit; provided with limited underwriting initially)
- _____ FSA (www.fsafeds.com)
- _____ Federal Dental & Vision Insurance Program (FEDVIP) (www.benefeds.com/)
- _____ Employee Assistance Program (counseling)
- _____ Voluntary Leave Transfer Program (donate annual leave to others or use for medical situations when leave exhausted and approved in program)
- _____ Voluntary Leave Bank Program (must enroll annually or within 60 days of employment)

<p>Complete the following items within the first week of employment--work out schedule in advance:</p>

TRAINING VIDEOS - HRS

SECURITY (all staff) – questions to District Office Security Manager (DOSM)

- _____ **Workplace Violence** (Video-on-Demand (VOD)-Security: OSHA Collateral Duty Safety Officer Training & Orientation Seminar-Module 4) (view from 11:50-48:00)
- _____ **Mail Bombs** (25 Minutes: VOD-With Deadly Intent: A Story of Suspicious Mail)

GENERAL (all staff)

- _____ **DOJ Ethics Training** (approx 1 Hour) (VOD: Choose an appropriate video from several available) – *questions to Ethics Officer (Covered in New Employee Orientation)*
- _____ **Harassment Prevention & Equal Employment Opportunity (EEO)** (48 Minutes) (VOD-Mandatory Training) – *questions to EEO/Sexual Harassment contacts (Covered in New Employee Orientation)*

LEGAL STAFF ONLY (not Law Students)

- _____ *Victim Notification System* (37 Minutes-VHS) – questions to VWC

ATTORNEYS & LAW CLERKS

- _____ **530B Training** (1 Hour) (VOD: Professionalism Training for DOJ Attorneys – *Criminal Discovery Issues (2009): Ethics for Federal Prosecutors*) (See *handout/outline*)

_____ **Foreign Intelligence** (34 Minutes) (VOD: National Security - *Foreign Intelligence Training: Recognize & Report*)

PERMANENT STAFF – questions to HRS

_____ **New Employee Orientation** (4 Hours 4 Minutes) (VOD - Mandatory Training: *New Employee Orientation*)

SUPERVISOR/OFFICE TRAINING – DIVISION CHIEF OR AO/HRS (if requested by Division Chief)

- _____ Points of contact within division - Intranet
- _____ Office Structure to include Office Organizational Chart
- _____ Discussion of work plan and acknowledgment of receipt of work plan and explain role of rating and reviewing official
- _____ Disciplinary Actions – progressive discipline – Human Resource Order on Intranet
- _____ For AUSAs only:
 - _____ Attorney Handbook on Intranet
 - _____ Case Review policy
 - _____ Attorney Training Manual – hard copy provided
 - _____ Explain mentoring process and the mentor
 - _____ Explain caseload
 - _____ Explain LIONS and demonstrate / Alcatraz
 - _____ Explain importance of USA5
 - _____ Assigned support staff and introduce them
 - _____ Explain leave policy – work hours
 - _____ Advise of dress code
 - _____ International Consulate Notification (See Rich Murphy)
- _____ Office is open unless informed that office is closed for inclement weather/other reasons
- _____ If not able to report to office, charged annual leave
 - _____ If US Attorney dismisses and you are in office, admin leave
 - _____ If leave before early dismissal, charged annual leave
- _____ Non-smoking environment – Federal Buildings have designated area
- _____ Profane language – not tolerated
- _____ Leave Requests
- _____ U.S. Constitution Information (www.opm.gov/constitution_initiative/index.asp)
- _____ District Language Assistance Program – (<http://district.usa.doj.gov/ian/Eeo/LAP.PDF>)
- _____ Freedom of Information Act (FOIA) Training – See Deb Nash or Stephanie Wright

SECURITY – DISTRICT OFFICE SECURITY MANAGER (DOSM)

- _____ Keys/Codes
- _____ All non-employees receive badges (green/red)
- _____ Occupant Emergency Plan on Intranet
- _____ Office Security Plan on Intranet
- _____ Temporary ID until BI cleared/HSPD-12 badge after BI; must be worn at all times.
- _____ Information to remain in office
- _____ Credentials/IDs (cannot receive until after the BI adjudicated)
- _____ Support - ID
- _____ Attorney - credentials
- _____ ALL case files must be put away at the end
- _____ **Shred all docs. DO NOT throw in the garbage.**

INFORMATION TECHNOLOGY – IT SPECIALIST/AUTOMATED LITIGATION SUPPORT SPECIALIST (ALS)

Overview picture of network

- _____ everything is an introduction -- the 'how to' will come
- _____ networked printers always left on
- _____ go over icons on the desktop

- _____ explain user id
- _____ logging on/off – only 1 log-on per user
- _____ when workstation locks up -- task manager -- end task feature
- _____ Westlaw/Lexis training -- Maureen
- _____ digital senders/copier scanning/web TV

Computer Security

- _____ leaving workstation for less than 5 mins., lock it
- _____ leaving the building during the day and plan to return, log all the way out of network [Close All Programs and Log On as Different User]—when going to C St.
- _____ always restart workstation and power off monitor when leaving for the day
- _____ laptops are shutdown when leaving for the day (except Weds. or Ashlee notifies)
- _____ read IT Security Plan located on Intranet/IT Items
- _____ sign Rules of Behavior
- _____ Computer Security Awareness Training (CSAT)—JustLearn/VOD/USA-Meeting

USAO Menu [WordPerfect]

- _____ available forms -- admin, appeal forms, brief bank index, civil, criminal, 8th Circuit opinions, letters, press releases, victim/witness forms
- _____ 95% of forms are merge documents -- demonstrate form w/ALT+Enter
- _____ saving files -- default direct [n:\<username>]—group division access; students different
- _____ any new forms must go through supervisors

Email [Outlook]

- _____ reading messages
- _____ opening a PDF attachment or other file with a different format
- _____ saving
- _____ printing
- _____ sending messages -- Contacts/Global Address Listing (GAL)
- _____ attaching documents
- _____ distribution lists and groups
- _____ resources/scheduling – instructions on Intranet at IT Items/Computer “How To” Instructions
- _____ purge feature -- in/out box; trash
- _____ undelete feature
- _____ spam control / email blocker
- _____ Archive Email feature
- _____ 100 MB of Exchange server space; no one but you will be deleting your mail in Outlook; if you don't keep your mailbox cleaned out, you will be locked out of your mailbox; delete sent items folder
- _____ Admin, Civil, Criminal Division Calendars (**Permanent Staff**)

Miscellaneous

- _____ **ANY and ALL** disks/CDs that come in to our office from the outside **MUST BE SCANNED** for viruses before being used on our system; train on scanning – instructions on intranet
- _____ passwords must be changed every 90 days -- you will be prompted – **IMPORTANT:** follow required naming convention – see IT Items/“How To”/Password Changes
- _____ all paper should be put in shred box
- _____ Litigation Support Equipment/Software; request form on USAO menu
- _____ Laptop Remote Access Procedures/Air Cards (see IT Staff for more details)
- _____ Thumb drives
- _____ Brief Bank (**AUSAs & Legal Support Only**)
- _____ Alcatraz & Semi-Annual Case Certifications (**AUSAs Only**)

- _____ Memo on CD Limited Official Use (LOU) stickers
- _____ Blackberries (if applicable)
- _____ Office Communicator
- _____ Consolidated District Information System (CDIS) Access/Input/Update

USA-5 - *Permanent Staff Only*

- _____ logging in/input – daily by percentage/Overtime (OT) by hours
- _____ categories
- _____ USA-5A
- _____ court time, grand jury, etc.
- _____ training (logged under subject area of slot)
- _____ meetings (not MA – legal area where time would be spent)
- _____ annual/sick leave/admin leave -- to be entered under category of work;
EXCEPTION: family medical leave only when Leave Without Pay (LWOP) status

Intranet

- _____ overview (show IT Items tab)
- _____ USANet
- _____ DOJNet
- _____ USABook
- _____ JustLearn (Office of Legal Education (OLE) website)

Phones

- _____ explain buttons; how to dial long distance
- _____ hands-free system
- _____ LCD adjustment (menu|settings|basic|contrast)
- _____ dialing an extension
- _____ demonstrate how to transfer a call
- _____ paging etiquette
- _____ clear missed calls (through Directories or down arrow)
- _____ toolbar/services
- _____ Do Not Disturb at end of day
- _____ personal calls to come through direct line
- _____ Voicemail set-up

Complete the following items within the first two weeks of employment--work out schedule in advance:

ETHICS – ETHICS OFFICER

- _____ Entire section online (gifts, outside activities)
- _____ Use of letterhead
- _____ Membership to organizations – both personal and professional
- _____ See specifics for proper personal uses - all letters require okay from US Attorney
- _____ Use of office and library equipment facilities
- _____ Diminimus usage of equipment and other items, see memo
- _____ Abuse of Position
- _____ Speaking & Teaching
- _____ Contacts with Congressional Offices/Representatives
- _____ Press & Media Policy (Bob Teig)

**PROFESSIONAL RESPONSIBILITY TRAINING (for SAUSAs/AUSAs & Law students) –
PROFESSIONAL RESPONSIBILITY OFFICER (PRO)**

- _____ Review Video-on-Demand
- _____ Iowa Ethics Rules
- _____ Giglio Process
- _____ Filter Teams
- _____ Ordering transcripts when there is criticism of DOJ, AUSA, and/or the office

EEO/DIVERSITY – DIVERSITY MANAGEMENT COMMITTEE CHAIR

- _____ Review Operational Diversity Management Plan
- _____ DOJ Affinity Groups

LIBRARY AND RESEARCH – LIBRARIAN

_____ **Tour of library and overview of publications**

- _____ Review of Intranet site on library

Attorneys

- _____ Sentencing Guidelines manual
- _____ Attorney Training manual
- _____ Criminal Code
- _____ Civil Code
- _____ Local Rules
- _____ Manual on Recurring Problems in Criminal Trials (criminal attorneys only)
- _____ Legal Directories (on rotating basis by division supervisor)
- _____ Criminal Attorneys – Grand Jury Practice Manual – hard copy
- _____ Narcotics Attorneys only – Narcotics Manual – hard copy

Support

- _____ Legal Directories (on rotating basis by division supervisor)
- _____ Blue Book for Citations
- _____ Local Rules
- _____ Sentencing Guidelines Manual
- _____ Criminal/Civil Code book (depending on decision of supervisor)

SUPPORT SERVICES – ADMIN STAFF (AO/HRS/PROCUREMENT OFFICER)

- _____ Property management
- _____ Inventory certification form
- _____ Return property to admin unit to remove from personal listing
- _____ Blackberry
 - _____ Limited personal calls
 - _____ Must be approved as needed by supervisor
- _____ Conference calling
- _____ Long distance (no personal calls)
- _____ Postage meter
- _____ No personal mail through postage meter

TRAVEL – BUDGET OFFICER/AO *(Not Applicable for Students)*

- _____ Travel authorization required in advance of travel
- _____ Per diem rates available in travel authorization system
- _____ MasterCard accounts to remain paid, not delinquent
- _____ Travel advance - authorized in advance of travel/do not take more than authorized
- _____ Rental car-must be approved in advance by supervisor
- _____ GSA vehicle used when available - lower mileage rate if personal vehicle used in lieu of government vehicle

- _____ GSA vehicle not to be used for personal trips, even while traveling
- _____ Frequent flyer accounts – individuals can use the miles earned for government travel for personal use
- _____ Travel arrangements made through Government Travel Agency (currently CWSATO)
- _____ MasterCard card to be used for appropriate travel expenses (hotel, restaurants for self while traveling, transportation)
- _____ Complete travel payment voucher immediately after return from travel

BUDGET – BUDGET OFFICER/AO *(Not Applicable for Students)*

- _____ Obligations – required in advance for all areas (litigative, travel)
- _____ Malpractice insurance for attorneys (reimbursement)
- _____ Expert Witness
- _____ Certified Invoice – authority to purchase under \$2500
- _____ Litigation items over \$2500
- _____ Items not provided by the office: Christmas cards, Bar fees, personal stationery, membership fees

DIVISION TRAINING – CONDUCTED BY DIVISION STAFF AS ASSIGNED BY DIVISION CHIEF

- _____ LIONS Training CDs (for Legal Assistants & anyone with Docketing duties)
- _____ Internal Controls Training (for persons involved with Financial Litigation Unit (FLU) Check Log process)

_____	_____
(Employee Name)	(Date)

RE-CHECK WITH PERMANENT STAFF IN 60-90 DAYS

_____	_____
(Employee Name)	(Date)

_____	_____
Administrative Officer (or HRS)	Date

_____	_____
Division Chief	Date

AUSA / SAUSA Name _____

Criminal AUSA / SAUSA Mentor Checklist
Northern District of Iowa

This check list is intended to guide a new Criminal AUSA/SAUSA through some essential requirements and information necessary to comply with Department of Justice requirements and policies and to become an effective AUSA/SAUSA. Where the task is indicated as a “(goal),” it means that the AUSA/SAUSA should seize opportunities to perform the task, but it is not a requirement for successful completion of the mentorship period, recognizing that the opportunity for these experiences may not arise during the typical one-year mentorship period. The new AUSA/SAUSA’s mentor should work with the new AUSA/SAUSA to complete the tasks on this checklist.

Task	AUSA’s Initials	Date	Comments
Introductions and Orientation			
Introduction to Judges and judicial staff (including Probation Office and Clerk’s Office)			
Introduction to agents and representatives from relevant client agencies			
Attend Orientation Program at DOJ			
Formal Training at the NAC			
Attend Basic Criminal Trial Advocacy Course			
Attend Evidence for Criminal Litigators			
Attend Grand Jury Practice Course			
Attend Appellate Advocacy Course (<i>goal</i>)			
Publications — Become familiar with the location and general contents of the following:			
Employee handbook — intranet			
Criminal Division manual — intranet			
United States Attorneys Manual (USAM) — intranet			
USA Book – intranet			

Task	AUSA's Initials	Date	Comments
Federal Criminal Code and Rules — West			
Federal Sentencing Guidelines – U.S. Sentencing Commission			
8 th Circuit Pattern Jury Instructions — hard copy and intranet link			
Federal Narcotics Prosecution ---- DOJ			
Federal Grand Jury Practice Manual — DOJ			
Local rules of Court — hard copy and intranet link			
Manual on Recurring Problems in Federal Criminal Trials – Federal Judicial Center			
AG Guidelines for Victim and Witness Assistance — DOJ — discuss with Shari Konarske			
Victim and Witness Rights — DOJ — discuss with Shari Konarske			
List of Contacts/Coordinators for special Programs and subject areas – intranet			
Prosecutor Guide to Criminal Monetary Penalties — DOJ — discuss with Matt Cole			
Asset Forfeiture Policy and Practice — intranet —discuss with Marty McLaughlin			
Courtroom Evidence — DOJ			
The Use of the Criminal as a Witness – Hon. Stephen S. Trott — Judge (9th Cir.)			
Laminated Quick Reference to Federal Firearms Laws			
Laminated Green Card — Quick Reference to Immigration Laws			
Review documents/forms (on USAO “drop down” menu)			
Review Press / Media Policy (intranet)			
Prosecution Guidelines			
Review Principles of Federal Prosecution – USAM 9-27.000, et. seq.			
Review USAO Prosecution Guidelines (on intranet)			

Task	AUSA's Initials	Date	Comments
Review Holder Memorandum (5/19/10)			
Review DOJ Memorandum on Appeals			
Review USAO Charging and Indictment Procedures			
Review Brady/Giglio Outline on USA Book Online			
Review USAO Brady/Giglio policy			
Review <i>Petite</i> policy at USAM 9-2.031			
Review commonly enforced criminal statutes			
Mail/Wire Fraud 18 U.S.C. §§ 1341, 1343			
Conspiracy 18 U.S.C. § 371			
Firearms/bombs 18 U.S.C. §§ 844; 922(g);924(c)			
Money Laundering 18 U.S.C. §§ 1956, 1957			
Narcotics Offenses 21 U.S.C. § 841 et. seq			
Perjury; False Declarations 18 U.S.C. § 1621 et. seq.			
Obstruction of Justice 18 U.S.C. § 1503 et. seq.			
Theft of Government Property 18 U.S.C. § 641			
Handling Special Cases			
Review Prior Approvals USAM 9-2.000, et. seq.			
Review Policy on Juveniles USAM 9-8.000, et. seq.			
Review USAO Tax Information Policy			
Review Statutes Assigned by Citation, USAM 9-3.000, et. seq.			

Task	AUSA's Initials	Date	Comments
Review Money Laundering Memorandum (1/6/10)			
Pretrial Diversion			
Review Pretrial Diversion Program USAM 9-22.000			
Review a Pretrial Diversion Contract (on USAO drop down menu)			
Review Pretrial Diversion Memorandum of Understanding with U.S. Probation Office			
Case Law and Policy			
Review Monograph on Searching and Seizing Computers on USA Book Online			
Review monograph on Federal Confessions Law on USA Book Online			
Review <i>Carroll v. United States</i> , 267 U.S. 132, 162 (1925).			
Review <i>Illinois v. Gates</i> , 462 U.S. 213 (1983).			
Review <i>United States v. Leon</i> , 468 U.S. 897, at 913, 920 (1984).			
Review <i>Franks v. Delaware</i> , 438 U.S. 154 (1978).			
Review <i>Terry v. Ohio</i> , 392 U.S. 1 (1968).			
Review <i>Michigan v. Thomas</i> , 458 U.S. 259 (1982).			
Review <i>Texas v. Cobb</i> , 532 U.S. 162 (2001).			
Review <i>Apprendi v. New Jersey</i> , 530 U.S. 466 (2000).			
Review <i>Crawford v. Washington</i> , 541 U.S. 36 (2004).			
Review <i>Gall v. United States</i> , 552 U.S. 38 (2007)			
Review most recent case law update prepared by the Senior Litigation Counsel			

Task	AUSA's Initials	Date	Comments
Gathering Evidence			
Review Policy on Electronic Surveillance in USAM 9-7.000			
Review Electronic Surveillance Manual on USA Book Online			
Observe another AUSA draft and obtain a search warrant			
Draft a SW for a client agency			
Draft a subpoena for bank records and learn reimbursement policy			
Draft a Pen Register Order (<i>goal</i>)			
Draft a Pen Register Extension Order (<i>goal</i>)			
Draft a subpoena for telephone toll records (<i>goal</i>)			
Draft internet search warrant (<i>goal</i>)			
Draft 18 U.S.C. §2703 letter to preserve internet records (<i>goal</i>)			
Draft 18 U.S.C. §2703 application and court order for internet records (<i>goal</i>)			
Draft GPS locator warrant — form on intranet (<i>goal</i>)			
Draft Ex Parte Application for Tax Returns (<i>goal</i>)			
Witness Immunity			
Review DOJ Confidential Informant Guidelines on USA Book Online			
Review Witness Immunity Policy at USAM 9-23.000, et. seq.			
Prepare Request for Immunity Form (<i>goal</i>)			
Prepare letter of immunity (<i>goal</i>)			
Prepare proffer letter (<i>goal</i>)			
Observe a proffer session			

Task	AUSA's Initials	Date	Comments
Conduct a proffer session			
Grand Jury Practice			
Review Obtaining Evidence USAM 9-13.000, et. seq.			
Review Grand Jury Practice in USAM 9-11.000, et. seq.			
Review Monograph – The Grand Jury Manual/USA Book Online			
Review Fed.R.Crim.P. 6 and USAO's form 6e letter certification			
Participate in or observe a grand jury empanelment			
Prepare GJ subpoena for testimony			
Prepare GJ subpoena for documents (duces tecum)			
Participate in / conduct GJ document return			
Present witness testimony before GJ			
Admit documentary evidence before GJ			
Observe presentation of indictment to grand jury			
Present indictment to grand jury			
Observe GJ indictment return			
Conduct GJ indictment return			
Send target letter in appropriate case (<i>goal</i>)			
Identifying Defenses, Generally			
Review Fed.R.Crim.P. 12.1, 12.2, & 12.3			
Review Insanity and Mental Competency Policies at USAM 9-9.000			

Task	AUSA's Initials	Date	Comments
Review Prosecutorial Misconduct Monograph on USA Book Online			
Drafting Indictments			
Review Indictment and Information section at USAM 9-12.000, et. seq.			
Draft a Criminal Complaint and Affidavit			
Draft an indictment			
Draft an information (<i>goal</i>)			
Discovery Practice			
Review USAO discovery policy and Stipulated Discovery Order			
Review Fed.R.Crim.P. 12 through 16			
Review Local Rules			
Attend Magistrate's Scheduling Conference			
Draft discovery letter for defense counsel			
Pretrial Release and Detention			
Review "Release and Detention Pending Judicial Proceedings" – USAM 9-6.000			
Review Bail Reform Act – 18 U.S.C. §§ 3141, et. seq.			
Review Policy on International Consulate Notification			
Attend Detention Hearing			
Participate in Detention Hearing			
Independently Conduct Detention Hearing			

Task	AUSA's Initials	Date	Comments
Motion Practice			
Brief or respond to a pretrial motion regarding an evidentiary issue			
Respond to a motion to suppress evidence (<i>goal</i>)			
Brief a motion to admit evidence under Rule 104 (e.g., 404(b), prior conviction) (<i>goal</i>)			
Brief a motion in limine to preclude presentation of other evidence (<i>goal</i>)			
Respond to post-trial Rule 29 motion for judgment of acquittal (<i>goal</i>)			
Respond to post-trial Rule 33 motion for new trial (<i>goal</i>)			
Speedy Trial			
Review Speedy Trial Act – 18 U.S.C. 3161 et. seq.			
Review USAM 9-17.000, et. seq.			
Review DOJ Speedy Trial Monograph on USA Book Online			
Review Interstate Agreement on Detainers (IAD)			
Trial Practice			
Observe all stages of a trial (need not be the same trial)			
Review materials on challenges to jury venire (<i>Batson</i>)			
Draft Proposed Jury Instructions			
Draft Voir Dire questions			
Draft Trial Memorandum			
Prepare Witness and Exhibit list			

Task	AUSA's Initials	Date	Comments
Mark and Organize Exhibits			
Prepare Jencks Materials for Defense Counsel			
Second Chair 2 Jury Trials (conduct either opening statement or closing argument)			
First Chair 2 Jury Trials (including opening or closing, and voir dire)			
Plea Agreements			
Review USAO Plea Negotiation Policy			
Review standardized plea agreements (on USAO drop down menu)			
Draft a plea agreement			
Sentencing			
Review 18 U.S.C. § 3553(a)			
Review USAO Downward Departure and Variance Policy			
Prepare Offense Conduct Statement			
Prepare Objections to Draft Pre-Sentence Investigation Report			
Attend and observe sentencing hearing where legal issues are presented			
Draft Sentencing Memorandum			
Represent the United States at a felony sentencing proceeding			
Attend 5K / Rule 35 committee meeting			
Prepare 5K / Rule 35 downward departure request (<i>goal</i>)			
Prepare / file / argue 5K downward departure motion (<i>goal</i>)			

Task	AUSA's Initials	Date	Comments
Supervised Release Revocation Proceedings			
Review 18 U.S.C. § 3583			
Observe a contested supervised release revocation hearing			
Handle a contested supervised release revocation hearing			
Appellate Practice			
Review requirements for and sample of an Adverse Decision report for DOJ Appellate			
Observe appellate argument			
Draft appellate brief (<i>goal</i>)			
Argue a case before the Eighth Circuit Court of Appeals (<i>goal</i>)			
Post-Conviction Relief Litigation			
Review Federal Habeas Corpus Statutes – 28 U.S.C. §§ 2241 - 2255			
Review materials for § 2255 Petitions (on USAO drop down menu)			
Review Guideline Sentencing and Collateral Review book — DOJ			
Review <i>Strickland v. Washington</i> , 466 U.S. 668 (1984)			
Respond to § 2255 motion (<i>goal</i>)			

Revised June 30, 2010

Memorandum



To: [mentor]

From: C.J. Williams

Date:

Subject: Mentor Program

I. INTRODUCTION

You have been selected to be a Mentor for _____. This Memorandum is designed to provide you an outline of your duties as a Mentor, and to provide you with some guidance to assist you in carrying out those duties. You may always talk to me if you have any questions or need any assistance in this project.

II. PURPOSE OF MENTOR PROGRAM

New AUSAs are smart and resourceful, but nearly all of them need to learn the administrative ropes and federal practice, and may require training in specific practice areas. The Mentor does not have to meet all of these needs, as the office administrative staff will provide the basic orientation to the physical setting of the office and the operation of the necessary equipment (including training on using computer based research and resources, such as Westlaw and USAbook). Likewise, others will see to the new AUSA's formal training and education. Nor is mentoring equivalent to managing or supervising the new AUSA. To the extent that the new AUSA had personnel issues, those will continue to be handled by the AUSA's supervisor.

Rather, the Mentor is to provide guidance and support to the new AUSA. The focus should be on teaching the new AUSA "the ropes." There are several elements to this process. First is an orientation element; introducing the AUSA to the office, the courts, and the associated agencies with whom and for whom we work. Second is an experience element; this emphasizes walking the new AUSA through many of his or her first experiences in federal practice. Third is the documents element; much of our work is written and we take pride in our quality, so the Mentor will need to aid the new AUSA in meeting this standard. Each of these are explained below in more detail.

III. ORIENTATION ELEMENT

The orientation element is designed to welcome and acclimate the new AUSA into the office and the wider group of people with whom we practice. In this role, the Mentor is expected to make basic introductions in the office and to other personnel, to

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Cedar Rapids, IA 52401-1825
Voice (319) 363-0091 Fax (319) 363-1990

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show the new AUSA the office facilities, the courthouse facilities, and to some extent the personnel and facilities of the agencies with whom the new AUSA will work.

IV. EXPERIENCE ELEMENT

As Mentor, you will be expected to guide the new AUSA through many of the “firsts” the AUSA experiences in federal practice. This does not mean that you must personally conduct each of these things yourself; but as Mentor, you should ensure that someone will capably walk the AUSA through the experience if you cannot yourself do it. Attached to this Memorandum is a Mentor Checklist which sets forth each of the experiences we hope a new AUSA can have within the first year. The new AUSA has been provided a copy as well. As Mentor, you should periodically review with the new AUSA how it went after each experience and offer any suggestions or advice you may have on the event. In this process, you should alert the AUSA to local practices and procedures that may differ from that of other federal or state courts.

V. DOCUMENTS ELEMENT

New AUSAs need assistance in drafting documents that we take for granted. As Mentor, you should provide some guidance to the AUSA on the use of collaborative work in the office. Make sure the new AUSA is aware of and knows how to use the brief bank and other in-house resources. You should also explain the use of go-bys, and provide the new AUSA with such sample documents as needed. You should also offer to review draft documents as necessary to ensure quality and provide feedback to the new AUSA. In this process, alert the AUSA to potential ethical minefields.

VI. COMMUNICATION

As Mentor, it will be essential that you maintain a line of communication between yourself and the new AUSA. Make it a practice to talk with the new AUSA frequently, even after he/she seems to have “gotten on their feet,” just to make sure he/she is steady. Likewise, you should be sure to communicate with me and/or the new AUSA’s supervisor about any issues that arise, whether it involves personnel issues or concerns you may have about specific training or education the new AUSA needs. Our goal is to be responsive to the needs of the new AUSA in order to make sure he/she fits into and become a productive member of the office in the shortest time possible. This can only be accomplished if we are kept aware of any issues.

Memorandum



To: [mentee]

From: C.J. Williams

Date:

Subject: Mentor Program

I. INTRODUCTION

You have started work in the U.S. Attorney's Office for the Northern District of Iowa as a[n] [Special] Assistant U.S. Attorney. Assistant U.S. Attorney _____ has been assigned to be your Mentor. This Memorandum is designed to provide you an outline of your responsibilities as a Mentee, and to provide you with some guidance to assist you in carrying out those responsibilities. You may always talk to me if you have any questions or need any assistance.

II. PURPOSE OF MENTOR PROGRAM

New AUSAs are smart and resourceful, but nearly all of them need to learn the administrative ropes and federal practice, and may require training in specific practice areas. The Mentor does not have to meet all of these needs, as the office administrative staff will provide the basic orientation to the physical setting of the office and the operation of the necessary equipment (including training on using computer based research and resources, such as Westlaw and USAbook). Likewise, others will see to your formal training and education. Nor is mentoring equivalent to managing or supervising new AUSAs. To the extent that you have personnel issues, those will continue to be handled by your supervisor.

Rather, the Mentor is to provide guidance and support to you. The focus should be on teaching you "the ropes." There are several elements to this process. First is an orientation element; introducing you to the office, the courts, and the associated agencies with whom and for whom we work. Second is an experience element; this emphasizes walking you through many of your first experiences in federal practice. Third is the documents element; much of our work is written and we take pride in our quality, so the Mentor will provide you with assistance in meeting this standard. Each of these are explained below in more detail.

III. ORIENTATION ELEMENT

The orientation element is designed to welcome and acclimate you into the office and the wider group of people with whom we practice. In this role, the Mentor is

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expected to make basic introductions in the office and to other personnel, to show you the office facilities, the courthouse facilities, and to some extent the personnel and facilities of the agencies with whom you will work. You are to make yourself available to your Mentor for these introductions.

IV. EXPERIENCE ELEMENT

Your Mentor will be expected to guide you through many of the “firsts” experiences you have in federal practice. This does not mean that your Mentor must personally conduct each of these things himself; but as your Mentor, he should ensure that someone will capably walk you through the experience if he cannot do it himself. Attached to this Memorandum is a Mentor Checklist which sets forth each of the experiences we hope a new AUSA can have within the first year. You should periodically review your progress on this checklist with your Mentor, and discuss with your Mentor how it went after each experience. In this process, you should alert your Mentor as to any problems or questions you had during the experience.

V. DOCUMENTS ELEMENT

All new AUSAs need assistance in drafting documents that are routine to more experienced AUSAs. Your Mentor should provide some guidance to you on the use of collaborative work in the office. You should become aware of and know how to use the brief bank and other in-house resources. You should also learn to use go-bys, and sample documents to guide you in your work. You are cautioned, however, to understand that these documents are merely guides to help you understand how to draft documents. You should read all authorities cited in these go-bys and ensure yourself that the law set forth therein is still accurate and appropriate. You should have your Mentor or another AUSA review draft documents before you file them until such time that your Mentor indicates that such reviews are unnecessary.

VI. COMMUNICATION

It will be essential that you maintain a line of communication with your Mentor. Make it a practice to talk with him frequently. Likewise, you should be sure to communicate with me and/or your supervisor about any issues that arise, whether it involves personnel issues or concerns you may have about specific training or education. Our goal is to be responsive to your needs in order to make sure you fit into and become a productive member of the office in the shortest time possible. This can only be accomplished if we are kept aware of any issues.