

**Assistant Director  
Office of Defender Services  
Position Description**

**Scope**

- A. Lead the diverse elements of the Defender Services Program in carrying out their responsibilities for the program's mission and goals.
- B. Oversee the Office of Defender Services' strategic focus and operational activities.
- C. Participate with other Executive Management Group members in assisting the Director with the overall management of the AO.
- D. Interact with public and private agencies and groups whose activities and interests impact or are impacted by the Defender Services Program.

**Responsibilities**

- A. **Leading ODS**
  - 1. Attract, lead, and manage a diverse and effective professional staff.
    - a. Meet regularly with Deputy Assistant Director, Special Assistant for Management and Coordination, and division chiefs to discuss new developments and impacts on workload, upcoming critical dates, resourcing and assigning new projects
    - b. Lead ODS monthly managers, quarterly management, and quarterly staff meetings.
    - c. Educate AO executive leadership regarding ODS work and the Defender Services program by participating in MIPS reviews and other briefings.
    - d. Participate in leadership training
    - e. Encourage teamwork among ODS staff and foster cooperative relationships with other AO components.
  - 2. Serve as a member of the:
    - a. AO Executive Management Group (EMG)
    - b. AO Senior Staff
    - c. Information Management Council
    - d. Compensation Working Group
    - e. Cost-containment Working Group
    - f. Budget Review Committee (BRC)
  - 3. Participate in Defender Services program governance through attending meetings of the:
    - a. Committee on Defender Services (twice a year)
    - b. Long Range Planning & Budgeting Subcommittee

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- c. Budget Subcommittee of Committee on Defender Services
  - d. Semi-annual Economy Subcommittee conference calls
  - e. Annual Budget Committee meeting
  - f. International Judicial Relations Committee
4. Lead the Defender Services program by participating in the
  - a. Annual Federal Defender Conference
  - b. Annual CJA Panel Representatives Conference
  - c. Defender Services Advisory Group meetings
  - d. Other Advisory Group Meetings (PMWG, DPWG, DAWG, CDAWG, *etc.*)
5. Give briefings for
  - a. New Chief Judge
  - b. Circuit Executive (semi-annual meetings)
  - c. Chief Judge representatives to Judicial Conference
  - d. District Judge Representatives to Judicial Conference
  - e. Congressional appropriations staff
  - f. International delegations
6. Provide guidance and direction to ODS management and staff regarding the development of program policies, including Committee on Defender Services agenda items.
7. Offer recommendations to the Director and Committee on Defender Services with respect to Defender Services program policies and strategic direction.
8. Review and respond to incoming email, correspondence, requests, and other material
9. Authorize the release of sensitive data and information.
10. Approve or respond directly to non-routine communications with judges.
11. Provide recognition and support to ODS staff and Defender Services program stakeholders, including federal defenders and their staffs.
12. Maintain currency with legal and policy matters affecting the Defender Services program and its mission.
13. Review and approve time and attendance reports and leave requests for direct reports.

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14. Equate program developments with dispositive actions portrayed or discussed by Fulgham, Puzo, kindergarten teachers, and parents.
15. [Review and approve travel requests (some to be delegated to division chiefs)]
  - a. Conference faculty
  - b. International travel
  - c. Federal Defender out-of-district administrative travel
  - d. Direct reports travel
16. Review and approve purchase orders (AO-15's) not delegated to subordinate staff.
17. Oversee hiring
  - a. Review recommendations on personnel appointments.
  - b. Select direct reports.
18. Ensure that staff and managers engage in the development of individual annual work plans and performance reviews.
19. Direct the ODS recognition and award processes.
20. Engage managers and staff in a values-based process for:
  - a. Setting strategic goals and priorities for the Office of Defender Services.
  - b. Reviewing priorities to ensure that they align with program and agency goals and objectives.
  - c. Securing staff and other resources required to carry out priorities.
  - d. Ensuring that staff and other resources are allocated consistent with priorities established and that work is fairly distributed among staff.
  - e. Ensuring accountability.
  - f. Evaluating success.
21. Directly and through staff oversight, develop, implement, and manage the ODS annual budget and AO controlled Defender Services appropriation funds. Establish and maintain effective internal controls, policies, and procedures to ensure that financial resources are appropriately utilized.
  - a. Conduct quarterly centrally held funds status reviews.
  - b. Review and approve all centrally held funds purchase orders and acquisition requests.

**B. Leading Defender Services Program**

1. With respect to the Defender Services appropriation:
  - a. Review, discuss, advise, and decide strategic issues affecting the appropriation with ODS staff.
  - b. Discuss strategic issues affecting the appropriation with the Assistant Director, OFB, and, as necessary, with the Director, the Chair of the Committee on Defender Services, and the Committee's Budget Subcommittee, and the Committee.
  - c. Working with OFB staff, provide briefings to Congressional staff on the Defender Services appropriation.
  
2. Oversee and Carry Out International Activities
  - a. Provide liaison and support to the Committee on International Judicial Relations with respect to appointment of counsel matters.
  - b. Provide information and assistance to foreign delegations regarding appointed counsel systems and the right to counsel.
  - c. Manage Prisoner Transfer Treaty program and designate counsel for appointment in verification proceedings.
  - d. Oversee international training by FDO staff.
  
3. Work with the Director, relevant AOUSC elements, the Committee on Defender Services, federal defenders, panel attorneys, and other stakeholders on strategic planning for the Defender Services program in order to achieve its mission and goals.
  - a. Participate in the strategic planning process, including meetings of the Performance Measurement Working Group (PMWG), Defender Services Advisory Group (DSAG), and the Long Range Planning and Budgeting Subcommittee of the Committee on Defender Services.
  - b. Inform and engage the Director, AOUSC, of strategic and long range planning goals, strategies, and initiatives by overseeing ODS participation in the AO management coordination process.
  - c. Participate in development of Committee on Defender Services agendas for semi-annual meetings, review and approve circulation of agenda materials, present agenda items at Committee meetings.
  - d. Communicate strategic goals and priorities through MIPS or a comparable process promulgated by Director.
  - e. Communicating recommendations developed by the Long Range Planning and Budgeting Subcommittee of the Committee on Defender Services to the

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Committee on Defender Services and the Chair of the Committee on Defender Services.