

Dir. Marshall and Deputy Dir. Smith Hit the Compound

On the Ground: Listening, Learning, Leading



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(BOP) - As part of their unwavering commitment to strengthen our workforce and support the dedicated men and women of the Bureau of Prisons, [Director William K. Marshall, III](#), and [Deputy Director Joshua J. Smith](#) have begun making both announced and unannounced visits to institutions across the country—off shifts, on the weekends, and at all hours.

These visits reflect more than oversight—they are a clear sign of this leadership team’s promise to listen, learn, and lead from the frontlines; not from an Ivory Tower. [Director Marshall visited FPC Morgantown](#) and spent time talking with staff about the challenges they face and the pride they bring to their work. [Deputy Director Smith also visited FMC Lexington and USP McCreary](#), meeting directly with staff, walking the compounds, and seeing operations firsthand. [Last Friday, Director Marshall visited FCI Gilmer](#), continuing the mission to hear directly from you—the people who keep our agency running.

Director Marshall has said from the outset, “I can’t lead from behind a desk. I need to get into the institutions, talk to staff, and see firsthand what’s real and what’s fiction.” That leadership style has already translated into decisive action. During his visit to FPC Morgantown, Director Marshall saw firsthand the pride and professionalism of the staff on full display. What he saw wasn’t just an institution worth saving—it was a team of professionals who embodied the mission and values of the Bureau of Prisons. That experience directly informed his decision to reverse the previous administration’s order to deactivate the institution. What had once been viewed as a closure target became, in his own words, “a model of what’s possible when dedicated professionals, despite a pending deactivation, are given the support they need.”



These visits are just the beginning. Director Marshall and Deputy Director Smith are making it clear: the voices of frontline staff matter. Your work matters. And real leadership means showing up—day and night because, as Director Marshall stated, “[If you want to know what’s really happening, you have to go where the work is being done. That means being on the compound, talking to staff, and making sure leadership is present—not just in words, but in action.](#)”

The leadership team is committed to making sure every employee knows they are heard, seen, valued, and supported. Thank you for your dedication and continued service.

