

**The Secret Service Has
Taken Action to Address
the Recommendations of
the Protective Mission
Panel**





DHS OIG HIGHLIGHTS

The Secret Service Has Taken Action to Address the Recommendations of the Protective Mission Panel

November 10, 2016

Why We Did This Inspection

As directed by Congress in the *Consolidated Appropriations Act, 2016*, we reviewed the Secret Service's actions to address the PMP's recommendations. Specifically, we reviewed changes made by the Secret Service to training, staffing, technology, operations, and its organizational structure.

What We Recommend

We are making five recommendations to further the Secret Service's progress in addressing the PMP's recommendations.

For Further Information:

Contact our Office of Public Affairs at (202) 254-4100, or email us at DHS-OIG.OfficePublicAffairs@oig.dhs.gov

What We Found

Following the September 19, 2014 White House fence jumping incident, the Secretary of Homeland Security established the Protective Mission Panel (PMP) to undertake a broad independent review of the United States Secret Service's protection of the White House Complex. The PMP made 19 recommendations in its December 2014 unclassified report.

The Secret Service has clearly taken the PMP's recommendations seriously, which it has demonstrated by making a number of significant changes. Specifically, it has improved communication within the workforce, better articulated its budget needs, increased hiring, and committed to more training. Using funding appropriated for PMP initiatives, the Secret Service has also begun enhancing security and refreshing technology at the White House Complex. However, fully implementing many of the PMP's recommendations will require long-term financial planning, further staff increases, consistent re-evaluation of the initiated actions' effectiveness, and a multi-year commitment by Secret Service and Department of Homeland Security leadership.

Secret Service Response

The Secret Service concurred with our recommendations and is taking steps to address them.



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Department of Homeland Security

Washington, DC 20528 / www.oig.dhs.gov

November 10, 2016

MEMORANDUM FOR: The Honorable Joseph P. Clancy
Director
United States Secret Service

FROM: John Roth 
Inspector General

SUBJECT: *The Secret Service Has Taken Action to Address the
Recommendations of the Protective Mission Panel*

Attached for your action is our final report, *The Secret Service Has Taken Action to Address the Recommendations of the Protective Mission Panel*. We incorporated the formal comments from the United States Secret Service in the final report.

The report contains five recommendations aimed at improving the Secret Service's implementation of the Protective Mission Panel's recommendations. Your office concurred with all recommendations. Based on information provided in your response to the draft report, we consider recommendations 1 through 5 open and resolved. Once your office has fully implemented the recommendations, please submit a formal closeout letter to us within 30 days so that we may close the recommendations. The memorandum should be accompanied by evidence of completion of agreed-upon corrective actions and of the disposition of any monetary amounts. Please send your response or closure request to OIGInspectionsFollowup@oig.dhs.gov.

Consistent with our responsibility under the *Inspector General Act*, we will provide copies of our report to congressional committees with oversight and appropriation responsibility over the Department of Homeland Security. We will post the report on our website for public dissemination.

Please call me with any questions, or your staff may contact Anne L. Richards, Assistant Inspector General, Office of Inspections and Evaluations, at (202) 254-4100.

Attachment



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Abbreviations

APT	administrative, professional, and technical
CIO	Chief Information Officer
EA/BD	Emergency Action and Building Defense
MBB	mission-based budget
OIG	Office of Inspector General
OPO	Office of Protective Operations
PMP	Protective Mission Panel
PPD	Presidential Protective Division
RAP	Resource Allocation Plan
RTC	James J. Rowley Training Center
UD	Uniformed Division
WHC	White House Complex



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Background

The United States Secret Service protects the President and the Vice President, as well as their families and visiting foreign dignitaries; it also safeguards the Nation's financial infrastructure and payment systems.¹ As part of its mission, the Secret Service protects the White House Complex (WHC), defined as the White House mansion and the grounds within the fence line, the Eisenhower Executive Office Building, the U.S. Department of the Treasury building and annex, 1724 F Street, Winder Building, and the New Executive Office Building.

On September 19, 2014, an intruder jumped over the North Fence of the WHC and entered the White House before Secret Service personnel could apprehend him. Following this incident, the Secretary of Homeland Security established the Protective Mission Panel (PMP), requesting that its members undertake a broad independent review of the Secret Service's WHC protection. The PMP completed its review on December 15, 2014, making 19 recommendations in an unclassified report.² We reviewed the Secret Service's progress in implementing the 19 unclassified PMP recommendations.³

The Secret Service concurred with all 19 recommendations and, in early 2015, began implementing actions to respond to them; efforts are ongoing, with some future actions stretching through fiscal year 2022 and beyond. A list of the 19 PMP recommendations, their status, and a summary of the Secret Service's response are included in appendix C.

Results of Review

The Secret Service has clearly taken the PMP's recommendations seriously, which it has demonstrated by making a number of significant changes. Through these changes, the Secret Service has improved communication within the workforce, better articulated its budget needs, increased hiring, and committed to more training. Using funding appropriated for PMP initiatives in the *Consolidated Appropriations Act, 2016*, the Secret Service has begun enhancing security and refreshing technology at the WHC. However, just as the PMP recognized "many of the recommendations will be difficult," we concluded that fully implementing many of the PMP recommendations will require long-

¹ The Secret Service also provides lifetime protection for former Presidents, their spouses, and their children (while minors); it protects the Vice President and the Second Family for a period of time after leaving office.

² A number of additional PMP recommendations contain classified material and are included in a classified report.

³ We will address the Secret Service's implementation of the classified recommendations in a classified report.



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term financial planning, consistent re-evaluation of the initiated actions' effectiveness, and a multi-year commitment by Secret Service and Department leadership.

Because of these challenges, it is too early to know definitively whether the planned initiatives will result in the desired outcomes. For example, many actions to expand training depend on staff increases, and continually refreshing technology will require sustained funding and proactive research and development. The organizational changes made to date, albeit substantial, are not yet far-reaching enough for an organization the PMP called "starved for leadership." In addition, the Secret Service's ability to engage and learn from Federal partners and international allies, as recommended by the PMP, could be sidelined by protective mission demands. Finally, although the Secret Service has communicated management priorities and prioritized Special Agents' protective work, it needs to evaluate its missions and capabilities holistically to consider realigning priorities and possibly shedding what the PMP identified as "collateral missions."

Actions Underway or Nearing Completion

In response to three PMP recommendations, the Secret Service has nearly completed actions to fulfill one recommendation and has developed plans for completing two others. First, the Secret Service provided a platform for employees to communicate ideas that contribute to their mission, but managers need training on encouraging, valuing, and responding to employee feedback. Second, the Secret Service has developed and submitted to DHS a mission-based budget (MBB) for FYs 2018 through 2022. Finally, the Secret Service is working with the National Park Service and other stakeholders on plans to construct a new outer fence surrounding the WHC.

The Secret Service Created a Platform for Employee Input, but Managers Need More Communication Training

To create more opportunities for the workforce to provide input on their mission, in October 2015, the Secret Service created the SPARK! platform for two-way communication between the workforce and leadership on Secret Service policies and issues. As of July 2016, 88 percent of the workforce had engaged in SPARK!, 478 discussions were active on the platform, and the Secret Service had implemented 23 initiatives suggested and discussed on SPARK!. These initiatives include:

- establishing field-based training coordinators;



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- temporarily assigning newly graduated Special Agents to the WHC with Uniformed Division (UD) Officers, which allows for integrated training and mitigates UD staffing shortfalls;
- developing an investigative “re-integration” training program to ease Special Agents’ transition from protective assignments to investigative positions in the field;
- deploying SR-16 rifles to UD Officers; and
- adding useful administrative applications to Secret Service smartphones.

In March 2015, through an external consulting firm’s focus groups and surveys, Secret Service leadership solicited employee viewpoints to comprehensively assess work/life balance. Leadership has begun to address the challenges identified through the assessment. For example, in September 2015, to address perceptions that career progression processes were not consistent or transparent, the Secret Service defined the Special Agent career progression path more clearly. In FY 2017, the component intends to implement career progression plans for administrative, professional, and technical (APT) personnel. The Secret Service also intends to address workforce dissatisfaction with the low level of family support by implementing a child care subsidy program for qualified employees in the first quarter of FY 2017. Finally, according to Secret Service managers, the component’s internal communications became “more frequent and substantive.” For example, the Director’s video messages and direct communication initiatives, such as the “State of the Secret Service” address, “town hall” meetings at field offices, and attendance at UD roll calls, have received positive feedback.

To expand communication training for managers, the Secret Service began offering a course, “Enhancing Workplace Communication,” but as of July 2016, only 11 employees had taken the course. Such low participation falls short of satisfying the PMP recommendation to “train managers to encourage, value and respond” to employees’ feedback on their mission.

We recommend that the Director of the Secret Service:

Recommendation 1: Require all supervisors to complete the course, “Enhancing Workforce Communication” or a comparable training option on workforce communication.



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Management Comments and OIG Analysis

The Secret Service concurred with all five of our recommendations and is taking steps to address them. Appendix B contains a copy of the Secret Service’s management comments in their entirety. We also received and incorporated technical comments as appropriate. Based on the Secret Service’s response to our draft report, we consider all recommendations resolved and open.

A summary of the Secret Service’s written response and our analysis of the response follow each recommendation.

Secret Service Response to Recommendation 1: The Secret Service concurred with the recommendation. According to the Secret Service, the Office of Training will evaluate available training modules on this subject for online delivery and examine the feasibility of incorporating communication training into existing courses required for all first-line supervisors. The Secret Service expects to complete actions in response to this recommendation by September 30, 2017.

OIG Analysis: The Secret Service’s planned actions are responsive to recommendation 1. We consider the recommendation resolved; it will remain open pending our review of records and documentation detailing evaluations the Office of Training plans to complete.

The Secret Service Has Developed a Mission-based Budget

The Secret Service made its first attempt to develop an MBB for the *FY 2018–2022 Resource Allocation Plan (RAP)*, which it sent to the DHS Chief Financial Officer in April 2016. Rather than incrementally increasing the prior year’s base budget, the component assessed future mission needs to operate optimally and determined the funding required to meet those needs. RAP funding requests include:

- increased staffing levels determined by staffing allocation models that incorporate regular training, minimal overtime, and minimal leave restrictions;
- Operational Mission Support initiatives to enhance and refresh protective measures at the WHC; and
- operational training enhancements to improve readiness.

A Secret Service official said the efforts of the Secret Service Office of the Chief Financial Officer in developing the MBB were “extraordinary,” and as a result,



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in FY 2018, the Secret Service will submit its first MBB. According to its documents, the Secret Service has much of the infrastructure needed to support the MBB, but the process will require further development and revision, as well as updated information and systems to automate the MBB process.

The Secret Service Has Taken Action to Replace the White House Complex Outer Fence

The Secret Service and the National Park Service have evaluated the design options for a new fence around the WHC and have proposed plans to the relevant planning commissions. They can choose a contractor and begin installation of the new fence once the plans are approved. The *Consolidated Appropriations Act, 2016*, provided \$8.2 million, available for 2 years, to replace the fence. The construction is scheduled to begin in FY 2018, depending on several external approvals and processes.

Actions Planned and Initiated

The Secret Service has taken action or plans to act on 14 PMP recommendations related to staffing, training, technology, leadership, and organization. However, fully implementing changes and resolving underlying issues will require a multi-year commitment and depend heavily on adequate funding and staffing. Further, some initiated or proposed actions have not yet resulted in desired outcomes. The Secret Service has increased hiring, but still struggles with staff retention; to date, this has generally meant small net gains in employees. Although training has been enhanced, it continues to be hindered by low staffing levels and high operational demands on the workforce. To update and enhance technology, the Secret Service has empowered and professionalized the relevant offices and committed funding to technology refreshes and pursuing new technology. The Secret Service has also reorganized key budget and technology functions, emphasizing expertise and leadership experience, but has not similarly elevated civilian leadership in the human resources function. Finally, the Secret Service has not yet found the ideal structure or placement in the component for the UD.

Significant Efforts to Increase Staffing Are Challenged by Retention Issues

Sufficient staffing is crucial to continued progress in implementing the PMP's recommendations, but it is an elusive goal. Although the Secret Service has improved recruitment, increased hiring, and streamlined promotion and rotation processes, it continues to struggle retaining employees. Staffing shortages negatively impact work/life balance and have been given as a



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primary reason for departures. Without substantial and maintainable staffing increases, the Secret Service will not reach the PMP's recommended training targets or boost morale.

The Secret Service has made a significant effort to identify staffing needs, modernize recruiting, streamline hiring, and prioritize retention. For example, the Secret Service:

- designed and is validating staffing allocation models for UD Officers, Special Agents, and APT personnel;
- established a National Recruitment Strategy that details the staffing level growth needed to successfully carry out its mission;
- in FY 2015, began developing new hiring and recruiting initiatives;
- from October 2014 through June 2016, hired 342 UD Officers and 402 Special Agents; and
- in April 2016, introduced seven retention initiatives, and by July 2016, had implemented four initiatives.

Although it has worked to augment its workforce and made a steadfast hiring push, the Secret Service has not realized substantial staffing increases. The PMP recommended that the Secret Service add 200 UD Officers at the WHC and increase the Presidential Protective Division (PPD)⁴ by 85 positions. Although the Secret Service hired 402 Special Agents between October 2014 and June 2016, it lost 420 Special Agents through attrition. However, PPD was able to increase its staff by 77 Special Agents partially by reassigning Special Agents from other divisions.⁵ During the same period, the Secret Service hired 342 UD officers but lost 312 officers through attrition. Because it had more than 130 UD recruits in training in July 2016, the Secret Service expects to increase the number of UD Officers at the WHC by the end of FY 2016.

Low Staffing Levels and High Operational Demands Hinder Efforts to Provide More and Better Training

The Secret Service has shown commitment to training by:

- elevating the training function to an executive level directorate;
- planning and pursuing enhancements to infrastructure at the James J.

⁴ PPD Special Agents protect the President and the First Family. The division's Special Agent in Charge is ultimately responsible for WHC operations and security and the safety of its occupants.

⁵ Secret Service Special Agents in the field can be assigned to investigative work, as well as temporary protective details and operations nationwide and abroad. Special Agents may be assigned to the PPD after several years of service.



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- Rowley Training Center (RTC);
- increasing RTC staff; and
 - assessing training needs and setting at least minimal annual training targets for its protective personnel.

Also, as indicated in the FY 2018–2022 RAP, the Secret Service is factoring training levels proposed by the PMP into workforce staffing allocation models and future staffing-related funding requests and requesting funding for enhanced operational training.

To address the PMP’s recommendations on training deficiencies and needs, the Secret Service has made efforts to train more staff and conduct more integrated training so WHC teams understand their roles in responding to threats. The number of UD personnel who received training increased significantly from FY 2014 to FY 2015, primarily because the Secret Service initiated a new integrated training course “Emergency Action and Building Defense” (EA/BD) and tried to prioritize mission in-service training. In addition, in FYs 2015 and 2016, the Secret Service conducted intra- and interagency tabletop and joint training exercises. These opportunities for integrated training are a good start, but there is still lack of regular, recurring tabletop exercises and training courses or even plans for future courses that truly incorporate all WHC teams.

Despite its efforts, the Secret Service has not yet been able to sustain the increased training the PMP recommended. After a significant increase in FY 2015, as of July 2016, the number of UD Officers the Secret Service trained decreased. Also, as of July 2016, the majority of UD personnel completing EA/BD training were recruits going through initial academy training. Table 1 shows the varying numbers of UD personnel who received mission in-service and EA/BD training from FY 2014 through July 2016.



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Table 1: Mission In-service and Emergency Action and Building Defense Training for UD personnel, FYs 2014–16 (as of July 2016)

Mission In-service Training	FY 2014	FY 2015	FY 2016 (as of July 2016)
Number of UD Officers who received mission in-service training	26	647	70
EA/BD Training	FY 2014	FY 2015	FY 2016 (as of July 2016)
Number of UD Officers who received EA/BD training	0	635	18
Number of UD recruits who received EA/BD training	0	157	126
Total number of UD Officers and UD recruits who received EA/BD training	0	792	144

Source: Secret Service data

The Secret Service has also been hampered in its efforts to increase “fourth shift”⁶ training for PPD Special Agents. Although fourth shift training improved in FY 2016 — according to training officials, “40 people instead of zero” can now participate in these training classes — the level is less than robust.

Fluctuations in operational tempo and priorities exacerbated by insufficient staffing can preclude training. When the tempo is high, such as during a presidential campaign, staff must work many overtime hours and may not have time to train. According to a PPD official, fourth shift training in FY 2016 was affected by presidential campaign demands, protective travel, and Special Agents having to fill in for UD staff. Secret Service officials repeatedly attributed the inability to achieve PMP-recommended training levels solely to staffing issues. The continuing serious shortfalls in the number of UD Officers, Special Agents, and APT personnel support this explanation.

⁶ In 1985, the Secret Service added a fourth shift to the three-shift protective rotations for Special Agents in PPD and the Vice Presidential Protective Division. Special Agents rotate into the fourth shift to participate in training and then rotate to the normal three-shift protective rotation.



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In FY 2016, some specific factors also limited regular training for UD Officers and PPD Special Agents, including:

- protective events, such as National Security Special Events⁷ and presidential campaign activities;
- “Candidate Nominee Operations Section Training,” during which RTC employees prepared more than 1,000 Special Agents for temporary assignments or events associated with the presidential campaign — an addition to routine training and “a massive undertaking” by RTC employees; and
- increased basic training for newly recruited UD Officers and Special Agents, which diminished the RTC’s ability to conduct other training.

The PMP also reported concerns with Secret Service’s antiquated systems for managing the organization. For example, the Secret Service does not yet have an automated system to adequately manage, schedule, and track training requirements. Like other DHS components, it is transitioning to a new system. DHS is managing this transition and has asked components not to update or modernize existing training management systems. Although circumstances beyond its control have delayed the transition, the Secret Service expects the new system to be available in November 2016. The Secret Service also plans to identify other necessary tools, such as an online system to schedule classroom facilities.

The challenges to successfully implementing the PMP’s training-related recommendations are significant, and they must be overcome. The Secret Service needs to make continuing innovative training a non-negotiable priority.

We recommend that the Assistant Director for Office of Training:

Recommendation 2: Expand training programs that regularly and consistently integrate all teams working at the White House Complex.

Secret Service Response to Recommendation 2: The Secret Service concurred with the recommendation. According to the Secret Service, it is not able to conduct integrated, dynamic training in an operationally authentic environment, such as a mock White House. The Office of Training is developing design options and cost estimates to secure funding for the construction of

⁷ The Secret Service is the lead Federal agency for developing and implementing operational security plans for events of national significance that the Secretary of Homeland Security designates as National Special Security Events. Examples of such events include presidential inaugurations, presidential nominating conventions, major sports events, and major international meetings.



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such a facility and is planning to begin construction in FY 2018, pending on the availability of funding. The Secret Service expects to complete actions for the new training venue by September 30, 2020.

The physical and staffing infrastructure at the RTC also needs to be enhanced to implement such training programs. In addition, to increase the time dedicated to training, the Secret Service needs to continue increasing the number of Special Agents and UD Officers. In the near term, the Secret Service will conduct and track smaller scale training exercises that integrate Special Agents, UD Officers, and others. The Secret Service expects to complete actions to allow increased training in the existing venue by September 30, 2017.

OIG Analysis: The Secret Service's ongoing and planned actions are responsive to the recommendation 2. The recommendation is resolved, but will remain open pending our receipt of documentation and records detailing the training efforts described in the Secret Service's response. Also, in its corrective action plan, the Secret Service should update OIG on planned schedules to conduct smaller scale training exercises that integrate Special Agents, UD Officers, and others and provide records if such exercises took place.

The Secret Service Dedicated Personnel and Funding to Technology

To achieve its mission to protect the President and Vice President, their families, and the WHC, the Secret Service must invest in cutting edge technology and drive research and development. At times in the past, the Secret Service's organizational structure and processes hindered its ability to carry out these tasks. For example, Special Agents on rotational assignments, rather than subject matter experts, led the Office of Technical Development and Mission Support; there was no central authority for information technology (IT) purchases; and the Secret Service paid for technology upgrades out of its operating budget, from which funds could be reprogrammed.

Since FY 2015, the Secret Service has made organizational changes to empower and professionalize the offices responsible for reviewing its technological footprint and procuring new technology. In addition, the Secret Service has dedicated funding to refresh technology and actively pursue new technology it can adapt to its mission. In FY 2015 and FY 2016, the Secret Service:

- made a non-law enforcement professional subject matter expert the head of the Office of Technical Development and Mission Support;
- established and assigned IT responsibilities to a non-law enforcement professional subject matter expert Chief Information Officer (CIO);



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- gave the CIO final approval authority for IT purchases across the component;
- developed life cycle refresh schedules, which did not previously exist; and
- worked with partners to develop technology to counter unmanned aerial vehicles, enhance camera systems, and update weapons.

Progress in the technology realm will depend on the Secret Service's commitment to changes made in FY 2015 and FY 2016, as well as ongoing and planned actions for FY 2017 and beyond. Future Secret Service leaders must ensure that subject matter experts continue to fill the positions of Chief Technology Officer and CIO and make certain other priorities do not erode funding for technology programs.

The Secret Service Has Professionalized Leadership but Needs to Further Evaluate Its Organizational Structure

Director Clancy has shown strong commitment to fully implementing the PMP recommendations. Most significantly, the Secret Service has realigned key parts of its organization to emphasize strategic planning, professional expertise in budget and technology functions, and leadership experience. Appendix C details the leadership changes between January 2015 and July 2016 that promote specialized expertise. Secret Service officials gave high marks to the organizational changes to date, believing leadership has improved and the component is headed to "a better place."

However, according to officials, the Secret Service needs to make two other organizational changes. First, a non-law enforcement professional with specialized expertise should be in charge of the Secret Service's Office of Human Resources, rather than a Special Agent, as was the case at the time of our review. Because Special Agents rotate through executive leadership positions, Secret Service managers said having a subject matter expert rather than a law enforcement official at the helm offers greater continuity. Rotating Special Agents through this and other business-related positions can hinder operations. Between FY 2014 and July 2016, the Secret Service's Office of Human Resources went through two Assistant Directors and five Deputy Assistant Directors. Such frequent changes in leadership, as well as the absence of human resource-specific skill sets on top, do not benefit operations.

Second, the Secret Service should work on the organizational structure for managing WHC security, which involves elements of the Office of Protective Operations (OPO), primarily PPD and the UD. (Appendix D outlines the roles of these offices.) As the PMP reported, this structure for protecting the WHC and



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the President is “particularly complex.” Although the PMP did not make specific recommendations, it suggested that “more thought needs to be given” to this organizational structure.

In July 2015, the Director modified the structure of the UD and PPD to give the UD Chief more operational control and “to enhance communications within the UD ranks and clarify areas of responsibility and accountability.” But UD and PPD officials said more changes are necessary, adding that there are no easy solutions. According to these officials, the Secret Service struggles to find the right structure for operational flexibility, full information sharing, and more streamlined communication. For example, the UD Chief reports to the OPO Assistant Director and attends Executive Resources Board⁸ (board) meetings, but does not have a vote on the board. The PPD Special Agent in Charge, who has an immense operational responsibility, also reports to the OPO Assistant Director, but does not have an opportunity to attend board meetings. Not being able to vote and participate in meetings means leaders charged with the Secret Service’s most important mission are not fully involved in decision making and information sharing. In July 2015, when he changed the organization, Director Clancy said he would review it in 1 year. The Director should review the UD’s and PPD’s relationships and involvement to ensure the organizational structure supports the best possible protection of the WHC.

In general, the Secret Service has strengthened its efforts to adequately staff and train its employees, provide them with professional technology and human resources support, and communicate more effectively. The Secret Service has also made the disciplinary process more transparent and consistent, revived dormant leadership development programs, and is improving its strategic planning. When the 2016 presidential campaign ends, the Secret Service should be able to mitigate staffing shortages, which should improve morale and allow for more training. The Secret Service should continue its reforms and regularly review and evaluate its progress.

We recommend that the Director of the Secret Service:

Recommendation 3: Ensure that leadership in the Office of Human Resources has specialized expertise and is not working in the office on a rotational basis.

⁸ The Executive Resources Board comprises the Director, Deputy Director, Chief Operating Officer, each directorate’s leader (Assistant Director or Chief), and the UD Chief. The board meets three times per week in various forms. Meetings include discussions of high level projects, decisions on changes, briefings on sensitive operational topics, and voting.



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Recommendation 4: Determine the optimal arrangement, organizationally and operationally, to promote streamlined communication, full information sharing, and inclusive decision making about the security of the WHC and protection of the First Family.

Secret Service Response to Recommendation 3: The Secret Service concurred with the recommendation. According to the Secret Service, in August 2016, the Director announced the decision to search for an experienced civilian executive to take over the Office of Human Resources. The Secret Service has completed its search and narrowed the list of candidates for this position. The Secret Service expects to complete actions that will bring an executive-level professional to the Office of Human Resources by March 31, 2017.

OIG Analysis: We consider these actions responsive to the recommendation. This recommendation is resolved; it will remain open pending our receipt of documentation showing that leadership in the Office of Human Resources has specialized expertise and is not working in the office on a rotational basis

Secret Service Response to Recommendation 4: The Secret Service concurred with the recommendation. According to the Secret Service, through a July 2015 organizational change, the UD Chief assumed operational command for the daily protective activities of UD personnel. For the Office of Protective Operations to fully examine and evaluate the results of this change, the reorganization and related policy need time to mature. The Secret Service plans to determine whether more changes are needed to improve communication, information sharing, and inclusive decision making by March 31, 2017.

OIG Analysis: We consider these actions responsive to the intent of recommendation. This recommendation is resolved, but open, pending our receipt of documentation detailing how the Office of Protective Operations evaluated and determined whether additional changes to the current structure for protecting the WHC and the First Family are warranted.

Three PMP Recommendations Require Ongoing Engagement with External Partners and Flexibility

The PMP asserted the Secret Service is insular and does not regularly learn from its external partners. To address PMP recommendations to engage with Federal and international partners, the Secret Service hosted more table top and joint training exercises for special events, National Special Security Events, and topics of interest for the broader Federal law enforcement community. It



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also sought to obtain periodic, outside assessments of the threats to and strategies for protecting the WHC. Finally, the Secret Service engaged foreign protective services through events, such as protectee travel overseas and visits by foreign dignitaries to the United States. For example, in FY 2015 and FY 2016, the Secret Service:

- conducted 31 intra- and interagency tabletop and joint training exercises;
- delivered training to 1,441 external Federal personnel in FY 2015, a 180 percent increase over FY 2014;
- collaborated with another Government entity to develop protocols for countering unmanned aerial systems threats and conduct mission analysis of its protection protocols;
- provided 14 training sessions and briefings for international partners, such as the International Law Enforcement Academy in Thailand, International Law Enforcement Association in El Salvador, and Brazilian law enforcement planning security for the Summer 2016 Olympics in Rio de Janeiro; and
- coordinated with international partners for the United Nations General Assembly and the 2015 Papal visit.

However, the Secret Service has not yet implemented plans to evaluate these partnerships, nor has it established regular exchanges of knowledge with international organizations. In addition, staffing constraints limit joint training and exercises, as well as partner outreach beyond specific protective events. Leading the Federal protective force community, obtaining periodic outside assessments, and coordinating with international partners will require sustained support from Secret Service leadership and the flexibility to carry out these actions while meeting protective mission demands and responding to unexpected events.

Actions Taken to Implement One Recommendation Do Not Fully Align with the PMP's Conclusions

In its report, the PMP strongly advised the Secret Service to “evaluate precisely” how the component’s various missions, for example its investigative mission and cyber capabilities, “fit in and support the primary protective mission” rather than distract from it. The PMP was concerned that the Secret Service’s focus areas may be so broad that its primary protective mission suffers. For this reason, the PMP recommended that the Secret Service communicate its priorities and align its operations accordingly.



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The Secret Service has expanded its efforts and initiatives to communicate management priorities, such as increasing staffing, providing more training, and improving morale. Further, Secret Service officials explained that the component is already prioritizing Special Agents' protective work. For Special Agents in field offices, the highest priority is acting as a surge force for protective assignments. In addition to working on protective assignments, these Special Agents conduct intelligence work and provide cyber support for protective assignments. Work by Special Agents that indirectly supports the component's protective mission, such as conducting background checks on new and current staff to maintain workforce integrity, is also a priority.

Secret Service managers also explained that most of the component's operational activities are mandated by statute, Executive Order, or regulation and cannot be abolished without changing the current law. However, similar to the PMP, we concluded that the Secret Service would benefit from a data-driven, analytical approach to evaluating its current missions and capabilities. At the time of our review, the Secret Service had just begun to develop a new model to evaluate domestic field offices' size and effectiveness and planned to evaluate other operations and capabilities to determine whether it could realign priorities or possibly shed "collateral missions." Because it has not yet undertaken a comprehensive evaluation, the Secret Service has not yet fully responded to the PMP's advice on this issue.

We recommend that the Director of the Secret Service:

Recommendation 5: Complete a comprehensive evaluation to determine whether all the Secret Service's current missions and operational engagements benefit the primary protective mission.

Secret Service Response to Recommendation 5: The Secret Service concurred with the recommendation. According to the Secret Service, three reviews assessing this issue are in progress. Once the analysis is complete, the Secret Service can evaluate the best ways to prioritize the protective mission and enhance integration of the investigative mission. The Secret Service plans to complete a comprehensive evaluation of its integrated mission by April 30, 2017.

OIG Analysis: The Secret Service's ongoing and planned actions are responsive to the recommendation. We consider the recommendation resolved; it will remain open pending our receipt and review of the completed comprehensive evaluation examining whether the Secret Service's current missions and operational engagements benefit the protective mission.



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Conclusion

In most cases, the initial changes, proposed improvements, and funding appropriated for PMP initiatives should address the security challenges the PMP identified in its report and lead to more effective protective operations and organizational management. However, some of the actions the Secret Service has initiated to address the PMP's findings may not fully resolve problems with staffing, training, and management of the organization in the near term. The Secret Service must remain committed to these reforms.

We reviewed the Secret Service at the peak of the presidential election cycle when the operational tempo, demands on its workforce, and focus on the protective mission were remarkable. Yet, in such a demanding time, Secret Service managers continued to implement, monitor progress on, and develop PMP-related initiatives.



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Appendix A

Objective, Scope, and Methodology

DHS OIG was established by the *Homeland Security Act of 2002* (Public Law 107-296) by amendment to the *Inspector General Act of 1978*. We conducted this review, as directed by Congress in the *Consolidated Appropriations Act, 2016*, to evaluate the actions the Secret Service has taken or plans to take to implement the PMP recommendations and determine whether these actions meet the intent of the PMP's findings and recommendations.

On September 19, 2014, an intruder jumped over the North Fence of the WHC and entered the White House before Secret Service personnel could apprehend him. Following this incident, the DHS Secretary established the PMP, requesting that its members undertake a broad independent review of the Secret Service's WHC protection. The PMP completed its review on December 15, 2014, making 19 recommendations in an unclassified report. We reviewed the Secret Service's progress implementing the 19 unclassified PMP recommendations. (We will issue a second, classified report on the status of the PMP's classified recommendations.)

To achieve our objectives, we collected and reviewed Secret Service documentation to verify actions taken and planned since December 2014 to address the PMP's findings and recommendations. We also interviewed Secret Service senior officials responsible for strategy, staffing, training, technology, budget, communication, and protective operations at the WHC.

We conducted this review between February and July 2016 under the authority of the *Inspector General Act of 1978*, as amended, and according to the Quality Standards for Inspection and Evaluation issued by the Council of the Inspectors General on Integrity and Efficiency.



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Appendix B
Secret Service Comments to the Draft Report



DIRECTOR

U.S. Department of Homeland Security
UNITED STATES SECRET SERVICE

Washington, D.C. 20223

November 7, 2016

MEMORANDUM FOR: John Roth
Inspector General
Office of Inspector General
Department of Homeland Security

FROM: Joseph P. Clancy *JPC*
Director
United States Secret Service

SUBJECT: Management's Response to OIG Draft Report: "The Secret Service Has Taken Action to Address the Recommendations of the Protective Mission Panel" (Project No. 16-045-ISP-USSS)

Thank you for the opportunity to review and comment on this draft report. We appreciate the work of the Office of Inspector General (OIG) in planning and conducting its review and issuing this report.

We are pleased to see your recognition of our hard work and commitment to addressing the issues noted by the Protective Mission Panel (PMP). Since the publication of the PMP's final report in December 2014, every Directorate at the Secret Service has been working to address the recommendations of the PMP as well as continuing our ongoing efforts to improve in all facets of the work we do. As noted by the OIG, fully addressing some of the PMP's original recommendations will take considerable time, funding, and stakeholder support. We are proud of our progress to date and readily agree that more work remains.

In furtherance of our commitment to continuous improvement, we have been actively seeking assessments and feedback from internal and external sources. In particular, we welcome and value the feedback our workforce has provided to us through mechanisms such as Spark!, the Secret Service's crowd-sourcing, web-based employee communication platform. Understanding that work/life balance was at the root of many of the PMP's recommendations, we contracted an independent third party to conduct a comprehensive study of work/life balance at the Secret Service. Additionally, we have sought the feedback of the National Academy of Public Administration, which is completing an assessment of our business transformation efforts and helping us identify ways to build upon our completed actions. All of these efforts demonstrate our focus on



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improving the Secret Service in the spirit of the PMP's findings, not just in discrete short-term actions, but as part of a sustained, long-term effort of continual improvement. We look forward to the continued support of internal and external stakeholders in helping us address the resource needs necessary to fully implement our plans.

The draft report contained five recommendations with which the Secret Service concurs. Attached find our detailed response to each recommendation.

Again, thank you for the opportunity to review and comment on this draft report. Technical comments will be provided under separate cover. Please feel free to contact Deputy Assistant Director Robert Buster (robert.buster@uss.s.dhs.gov or 202-406-6847) if you have any questions. We look forward to working with you in the future.



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Attachment: USSS Management Response to Recommendations Contained in Project 16-045-ISP-USSS

Recommendation 1: Require all supervisors to complete the course, “Enhancing Workforce Communication” or a comparable training option on workforce communication.

Response: Concur. We appreciate the importance of effective communication between senior leadership, managers, first-line supervisors, and their employees in achieving our mission. The Office of Training (TNG) is currently in the process of transitioning our online learning platform from the Learning Management System (LMS) to the Performance and Learning Management System (PALMS). The PALMS transition is expected to be completed by April 30, 2017. During the transition, TNG will evaluate available DHS training modules on this subject to identify appropriate content that can be delivered on-line. TNG will also examine the practicality and feasibility of incorporating communication training into existing courses that all new first-line supervisors are required to take, and will increase offerings of the instructor-led Enhancing Workforce Communication course. Estimated Completion Date (ECD): September 30, 2017.

Recommendation 2: Expand training programs that regularly and consistently integrate all teams working at the White House Complex.

Response: Concur. The Office of Protective Operations (OPO) has been and will continue to work with TNG to develop, plan, and schedule regular training exercises, both dynamic and table-top, that will offer integrated training opportunities for Special Agents, Uniformed Division (UD) Officers, and other support personnel.

As noted by the PMP and the OIG in previous reports, the Secret Service does not have the ability to conduct integrated, dynamic training in an operationally authentic training facility, such as a mock White House. TNG has been working to develop design options and realistic cost estimates in order to secure adequate, dedicated funding for the construction of such a facility. Once funding is secured, necessary approvals are obtained, and construction of such a facility is completed, the mock White House will greatly enhance our ability to have regular, consistent, integrated training exercises in a “real world” environment. Our plan is to have our design options selected and funding secured in order to begin construction in FY 2018.

Integrated training conducted through large-scale Attack on Principal (AOP) drills requires a substantial commitment of personnel, including instructors, participants, and role players. The existence of an appropriate venue is critical for this type of scenario-based training, but is not the only resource required. In order to conduct these types of training exercises, we need to have the capacity at the J. J. Rowley Training Center

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(RTC) (equipment, time, space, and facilities) as well as the staffing necessary to allow Special Agents and UD Officers the dedicated training time to participate. Increasing overall manpower is critical to accomplishing this goal. We need an adequate number of Special Agents and UD Officers to maintain operational staffing requirements while allowing others to train, ideally without relying on forced or excessive overtime. As we continue to increase Special Agents and UD staffing, we will be able to increase the amount of time dedicated to training.

In the near term, we will conduct and track smaller-scale operational and table-top training exercises that involve Special Agents, UD Officers, and others to ensure training continues as a priority. ECD: September 30, 2017 (new training in existing venue) and September 30, 2020 (completion of new training venue).

Recommendation 3: Ensure that leadership in the Office of Human Resources has specialized expertise and is not working in the office on a rotational basis.

Response: Concur. In response to the PMP recommendation that the Secret Service “(r)eform and professionalize recruiting, hiring, promotion and rotation process,” the Director identified the Office of Human Resources (HUM) as being one of the directorates that would benefit from leadership comprised of professionals possessing specialized expertise. In August 2016, the Director announced his decision to search for an experienced, civilian executive Human Resources professional to take over the leadership of HUM. Since the announcement, the Secret Service has completed its search and narrowed the list of candidates for this position. This change will bring executive-level experience and subject matter expertise to this critical leadership position, to continue to improve and evolve our Human Resources management and practices to meet the long term recruiting, staffing, employee development and personnel services needs of the agency and our workforce. ECD: March 31, 2017.

Recommendation 4: Determine the optimal arrangement, organizationally and operationally, to promote streamlined communication, full information sharing, and inclusive decision making about the security of the WHC and protection of the First Family.

Response: Concur. Clear, efficient, and complete information sharing is essential for the security and protection of the White House Complex and the First Family. In response to recent incidents which highlighted the need for streamlined communication, full information sharing, and inclusive decision making, the Office of the Director reorganized the chain-of-command within UD. The new arrangement, which took effect on July 16, 2015, fully empowered the UD Chief to assume direct operational command and control for the daily protective activities undertaken by all UD personnel. All UD Officers, regardless of assignment, were realigned under the UD Chief, which enhanced communications within UD ranks and clarified lines of responsibility and accountability.



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In addition to this re-structuring, OPO developed new guidelines and procedures concerning unusual protective events (UPEs). The UPE policy establishes specific notification procedures, describes the information to be collected, and how and by whom it will be maintained. The policy ensures that relevant information is consistently and effectively recorded so that it is available for operational, administrative, and historical purposes.

In order to fully examine and evaluate the results of the new chain of command, OPO has allowed time for the re-organization and related policy changes to mature. OPO will assess whether or not the aforementioned changes have achieved their objective of improving communication, information sharing, and inclusive decision making and determine if additional changes are necessary. ECD: March 31, 2017.

Recommendation 5: Complete a comprehensive evaluation to determine whether all the Secret Service's current missions and operational engagements benefit the primary protective mission.

Response: Concur. There are currently three reviews at various phases of completion assessing this issue. The Department of Homeland Security's Office of Policy, in partnership with the Department's Management Directorate, is leading a review of the Secret Service's protective and investigative missions. The review examines the evolution of the Secret Service mission and related authorities; the field office structure; the relationship between the Secret Service and its federal, state, local, and private sector partners; the intersections between the Secret Service protective and investigative missions; and events and operations that demonstrate the Secret Service's role in protecting the homeland. This review responds to the recommendation from the U.S. House of Representatives Oversight and Government Reform Committee's December 9, 2015 report.

The Secret Service's Office of Strategic Planning and Policy (OSP) is currently in the process examining two similar issues. The first is a data-driven assessment of Secret Service domestic field-office footprint. Once this analysis has been completed and reviewed, it will assist us in evaluating of our missions. The second is the FY 2016 Annual Performance and Statistical Summary, which will provide statistical evidence of the priority of the protective mission and the effectiveness and positive impact of the investigative mission.

By combining outside analysis with our internal reports, we will be better able to evaluate the best ways to sustain the prioritization of the protective mission, while enhancing the integration of the investigative mission. OSP will review the DHS report, as well as information from internal sources, to complete a comprehensive evaluation of our integrated mission as an important part of our efforts to continue to define and shape the



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agency for the future, and to be captured in our strategic planning process. ECD: April 30, 2017.



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Appendix C
PMP Recommendations, Status, and Summary of the Secret Service Response

Partially Resolved

PMP Recommendation	Summary of Secret Service Response
<p><i>Recommendation 11: The Secret Service should create more opportunities for officers and agents to provide input on their mission and train its mid- and lower-level managers to encourage, value and respond to such feedback.</i></p>	<p><u>Actions taken</u></p> <ul style="list-style-type: none"> • October 2015, implemented SPARK!, a crowdsourcing communication platform, which allows two-way communication between the workforce and leadership and facilitates making suggestions, sharing ideas, and finding solutions • March to April 2015, contracted a consulting service to perform Work/Life Integration Assessment • In December 2015, began offering “Enhancing Workplace Communication” training course • FY 2015-2016, used a variety of communication platforms, including: <ul style="list-style-type: none"> ✓ Video messages delivered to employees ✓ More information accessible on the intranet ✓ Narrated Power Point presentations explaining changes ✓ More direct emails to all employees ✓ Use of “Frequently Asked Questions” messages to encourage communication <p><u>Actions ongoing or planned</u></p> <ul style="list-style-type: none"> • Continue to conduct executive-level meetings with operational personnel at all levels of the organization and use more “town hall” interactive meetings • Expand “Enhancing Workplace Communication” training course • Continue using internal surveys for employees to obtain feedback and seek improvements



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Milestones Identified

PMP Recommendation	Summary of Secret Service Response
<p><i>Recommendation 7: The outer fence that surrounds the 18 Acres must be replaced to give Secret Service personnel more time to react to intrusions.</i></p>	<p><u>Actions taken</u></p> <ul style="list-style-type: none"> • August 2015, completed installation of interim anti-climb measures around the entire perimeter of the WHC • September 2015, design contract awarded. • October 2015, began preliminary fence design • April 2016 to May 2016, presented preliminary concepts for the new fence to the Commission of Fine Arts (CFA) and National Capital Planning Commission (NCPC) • May 2016, money forwarded to Army Corps of Engineers for Engineering Validation Study • June 2016, CFA preliminarily approved the plan to upgrade the White House fence <p><u>Actions ongoing or planned</u></p> <ul style="list-style-type: none"> • July 2016, information presentation to CFA and NCPC on Phase 2 – Treasury building and Eisenhower Executive Office Building • Fall 2016, CFA and NCPC Concept Review for Phase 2 • 1st Quarter FY 2017, independent threat review and validation • 1st Quarter FY 2017, construction contract • 2nd Quarter FY 2017, full-scale fence mock-up • 3rd Quarter FY 2017, final stakeholder approval for White House grounds fence • 4th Quarter FY 2017 and Quarters 1–4 of FY 2018, purchase materials and services and begin construction
<p><i>Recommendation 10: The Secret Service needs to present a zero-based or mission-based budget that will provide sufficient resources to accomplish its mission, beginning immediately by working within DHS to adopt a workforce staffing model.</i></p>	<p><u>Actions taken</u></p> <ul style="list-style-type: none"> • December 2014, established procedures that encourage the lifecycle planning and continuity of management • July 2015, <i>Human Capital Plan (FY 2015–2019)</i> submitted to Congress; attempted to align staffing resources with Secret Service mission requirements to guide short and long-term hiring • November 2015, analyzed data on domestic and foreign travel to project costs more accurately • November 2015 to April 2016, approved the MBB



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	<p>Implementation Plan, developed Financial Management Data Collection Systems and decision package templates, ranked and prioritized decision packages, and submitted FY 2018–2022 RAP to the DHS Chief Financial Officer</p> <p><u>Actions ongoing or planned</u></p> <ul style="list-style-type: none"> Continue to monitor and evaluate the MBB budgeting process Continue to refine workforce staffing models and require a third party validation for staffing allocation models
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In Progress

- Staffing**

PMP Recommendation	Summary of Secret Service Response
<p><i>Recommendation 1: The Secret Service should be staffed at a level that enables it to provide a true Fourth Shift for training to its protective forces, and to ensure that Uniformed Division officers are in training for no less than 10% of their time.</i></p>	<p><u>Actions taken</u></p> <p>Staffing</p> <ul style="list-style-type: none"> July 2015, prepared <i>Human Capital Plan (FY 2015 – FY 2019)</i>, which: <ul style="list-style-type: none"> ✓ Was developed through application of staffing allocation models designed to ensure that the workforce is “properly trained” ✓ Estimates workforce to grow from 6,350 personnel in FY 2015 to 7,600 in FY 2019 ✓ Emphasizes the necessity of fourth shift training for Special Agents in protection and at least 10 percent of mission-readiness training for UD personnel April 2016, submitted FY 2018–2022 RAP to the DHS Chief Financial Officer. This document: <ul style="list-style-type: none"> ✓ Specifies FYs 2018–2022 staffing levels required to ensure employees receive “a predictable schedule of training, overtime levels are minimized and regular leave restrictions are avoided” ✓ Explains that the funding for the outlined staffing levels will enable the Secret Service to increase the level of mission-critical training ✓ Estimates workforce to grow to 8,225 in FY 2022 Developed National Recruitment Strategy for FY 2016–2020 as a basis for strategic recruitment



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	<p>initiatives</p> <ul style="list-style-type: none"> In FY 2015, allocated 37 additional positions to the RTC to keep pace with increased training demands <i>*For more initiatives on hiring/retention, see “Actions taken” for Recommendations 4 and 5.</i> <p>Training</p> <ul style="list-style-type: none"> February 2015, separated training functions from human resources area and established Office of Training as a separate directorate to focus on enhancing training April 2015, RTC began tracking weekly attendance for training events FY 2015, began adding training sessions for Special Agents assigned to PPD and Vice Presidential Protective Division, as well as UD members from the WHC and Special Operations Branch FY 2016, the Office of Training created the Regional In-Service Training Section at RTC <p><u>Actions ongoing or planned</u></p> <p>Staffing</p> <ul style="list-style-type: none"> Plans to validate staffing allocation models through a third party starting in August 2016 Develop human capital performance measures and report them on a quarterly basis <p><i>* For more initiatives on hiring/retention, see “Actions ongoing or planned” for Recommendations 4 and 5.</i></p> <p>Training</p> <ul style="list-style-type: none"> Plans to publish a catalogue of available training courses Plans to solicit field-based training coordinators and trainers Fully transition to the DHS-sponsored Performance and Learning Management System by the end of FY 2016 Maintain or improve upon the current 40-hour annual training target for UD staff (40 hours represents about 2.2 percent of time spent training versus 10 percent identified in PMP Recommendation 1)
<p>Recommendation 4: The Uniformed Division force should be increased, as</p>	<p><u>Actions taken:</u></p> <ul style="list-style-type: none"> FY 2015, began to improve the hiring process. (<i>*For the initiatives on hiring, see “Actions taken” for</i>



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quickly as can be appropriately managed, by an initial 200 positions, and the Presidential Protective Division should be similarly increased by 85 positions. Additional analyses and, likely, future increases will be necessary.

Recommendation 5.)

- FY 2015, brought Special Agents from the Office of Investigations to the WHC to temporarily fill UD Officer posts
- As of July 2016, increased UD staff at the WHC by 44 members and 131 recruits in active training
- As of July 2016, added 77 Special Agents to PPD
- FY 2016, initiated a requirement for newly commissioned Special Agent graduates to complete 2-week protective assignments at the WHC
- FYs 2015–2016, began implementing retention programs
 - ✓ UD Retention Bonus Program (more than 1,000 UD participants)
 - ✓ Student Loan Repayment Program (122 approved participants as of July 2016)
 - ✓ Tuition Assistance Program (\$1.5 million funded for FY 2016)
 - ✓ Senior Special Agent/Senior Resident Agent Program (156 participants as of July 2016)
- FY 2016, received approvals for temporary measures aimed at augmenting staffing:
 - ✓ Received a Dual Compensation Reduction Waiver from the Office of Personnel Management to re-employ retired Secret Service Special Agents and UD Officers without reducing their retirement annuity for 2 years
 - ✓ Through the authority of the DHS Secretary, waived the yearly overtime cap of \$35,000 for all eligible employees

Actions ongoing or planned

- Continue the preceding initiatives
- Begin implementing planned retention initiatives
 - ✓ 1st quarter FY 2017, Child Care Subsidy Program
 - ✓ FY 2017, APT Career Progression Plan
- Continue to work with DHS, Office of Personnel Management, and Congress on initiatives requiring legislative action, such as UD Officers step-compression table, lost leave payback, and increase of the current max-out cap⁹

⁹ “Max-out cap” refers to the annual earnings limitations put in place through 5 U.S. Code 5547, the Code of Federal Regulations, and congressional mandates prohibiting most General Schedule employees from receiving a salary above those limitations, currently \$160,300.



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• **Training**

PMP Recommendation	Summary of Secret Service Response
<p><i>Recommendation 2: The Secret Service should implement integrated training focused on ensuring that all teams at the White House know their roles in responding to specific threats.</i></p>	<p><u>Actions taken</u></p> <ul style="list-style-type: none"> • FY 2015, initiated EA/BD training course for UD personnel, including recruits; training includes practical exercises integrating response from Emergency Response Team members and UD Officers at the WHC • June 2015, managed National Capital Region tabletop exercise to identify gaps at the strategic level for critical incidents in the National Capital Region and at the WHC; representatives from all Secret Service directorates and 16 external law enforcement partners participated • FY 2015, expanded mission in-service training for UD officers and training for PPD Special Agents; continued to offer these training opportunities in FY 2016 when staffing allowed • January 2016, reorganized RTC to identify efficiencies in and between various branches and sections and facilitate more effective cross-functional relationships • FY 2016, initiated a requirement for newly commissioned Special Agent graduates to complete a 2-week protective assignment at the WHC, exposing them to daily WHC operations and providing integrated training with UD Officers • FY 2015, began offering regular Service Rifle familiarization courses for Special Agents and UD personnel <p><u>Actions ongoing or planned</u></p> <ul style="list-style-type: none"> • Continue to manage integrated tabletop sessions and practical exercises for all applicable Secret Service protective operational units and partners in the National Capital Region. • Plans to review and evaluate Special Agent and UD member mission in-service courses in FY 2016



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<p><i>Recommendation 3: The Secret Service should train in conditions that replicate the physical environment in which they will operate, and conduct full joint exercises of Uniformed Division, Special Operations Division, Presidential Protective Division, and JOC [Joint Operations Center] personnel.</i></p>	<p><u>Actions taken</u></p> <ul style="list-style-type: none"> • FY 2015, the RTC began work to incorporate a full-scale Building Defense Training Facility • July 2015, awarded a contract for a feasibility study for the Building Defense Training Facility and an update of the RTC master plan • March 2016, signed a contract with the NCPC for preliminary approval submission • April 2016, the feasibility study was completed and the RTC master plan was being updated <p><u>Actions ongoing or planned</u></p> <ul style="list-style-type: none"> • FYs 2017–2018, anticipated approval of master plan by NCPC; design and construction of the Building Defense Training Facility to begin
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- **Technology**

PMP Recommendation	Summary of Secret Service Response
<p><i>Recommendation 6: The Secret Service must do more to ensure that its Office of Technical Development and Mission Support proactively reviews and refreshes its technological footprint. The Service should continue to receive dedicated funds for technology, both within its own budget and within DHS Science & Technology’s budget, to accomplish these tasks.</i></p>	<p><u>Actions taken</u></p> <ul style="list-style-type: none"> • April to December 2015, put professional subject matter experts in key positions and re-aligned personnel and assets to optimize the Technical Development and Mission Support and CIO directorates • Prepared spend plans for FY 2016 and identified funding necessary for securing critical facilities and venues in FY 2017 • May 2016, expanded deployment of SR-16s and began offering Service Rifle Familiarization courses. • Some actions taken are classified <p><u>Actions ongoing or planned</u></p> <ul style="list-style-type: none"> • Pilot deployment of Electronic Control Devices (Taser X2). • Chemical Detection Field Experiments Project with DHS Science and Technology Directorate to develop prototype man-portable chemical agent detection systems • Identification of technology for less lethal engagement of intruders and aggressors • Exploration and integration of unmanned aerial vehicles detection and tracking technology



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	<ul style="list-style-type: none"> • Deployment of next generation presidential limousine • Some ongoing or planned actions are classified
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• **Leadership and Organizational Issues**

PMP Recommendation	Summary of Secret Service Response
<p><i>Recommendation 5: The Secret Service needs a reformed, professionalized recruiting, hiring, promotion and rotation process that puts the most talented, capable individuals in place as efficiently as possible.</i></p>	<p><u>Actions taken</u></p> <ul style="list-style-type: none"> • FY 2015, began to enhance and change recruiting and hiring processes: <ul style="list-style-type: none"> ✓ Initiated the SUPER Interview, during which an applicant listens to a job briefing, discusses security issues, and completes both self- and competency-based assessments ✓ Expanded use of Entry Level Assessment Centers to accelerate the hiring process and allow candidates to complete hiring steps, such as testing, SUPER interview, security paperwork, fingerprinting, and polygraph exams more efficiently ✓ Developed and implemented the Applicant Coordinating Center by creating a team of specialty experts and a process to facilitate applicant movement through critical parts of the hiring process ✓ Published the Special Agent Career Progression Guidelines on September 1, 2015, which explain the career progression plan and facilitate more predictable transfer cycles ✓ Improved the Special Agent Re-assignment Committee process by increasing transparency, clarity, and certainty on how the quarterly reassignment process cycle works throughout the year ✓ Assessed and updated the Special Agent Merit Promotion Plan from GS-14 to GS-15 to facilitate career development for Special Agents ✓ Increased use of social media in recruiting <p><u>Actions ongoing or planned</u></p> <ul style="list-style-type: none"> • Develop a new entry-level, computer-based, competency exam for UD applicants • Designing a psychological assessment for entry-level Special Agent and UD officer applicants • Continue efforts to hire APT personnel and develop



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	<p>an APT personnel career track</p> <ul style="list-style-type: none"> • Continue to review UD positions to identify duties that may be performed by non-law enforcement personnel; as of July 2016, six positions held by UD members approved for conversion to administrative positions
<p><i>Recommendation 9: The Secret Service needs to promote specialized expertise in its budget, workforce, and technology functions.</i></p>	<p><u>Actions taken</u></p> <ul style="list-style-type: none"> • January 2015, Director announced impending leadership changes in the Secret Service management team and made the following changes to promote specialized expertise in budget, workforce, and technology functions: <ul style="list-style-type: none"> ✓ February 2015, appointed a non-law enforcement professional to lead the newly established Secret Service Office of the Chief Financial Officer ✓ July 2015, appointed a non-law enforcement professional appointed to lead the newly established Office of the Chief Operating Officer ✓ April 2015, appointed non-law enforcement professionals to lead the newly established Office of Strategic Planning and Policy and Office of Technical Development and Mission Support ✓ December 2015, appointed a civilian to lead the newly established Office of CIO ✓ April 2016, appointed a civilian Director of Communications • May 2015, reorganized the functions of the Office of Human Resources to give priority to recruiting and hiring staff; focused a newly created Talent and Employee Acquisition Management Division on recruiting and hiring • October 2014–April 2016, hired 157 personnel to fill APT positions; of these 6 were GS-15 and Senior Executive Service personnel <p><u>Actions ongoing or planned</u> The Secret Service did not have additional plans at the time of our review.</p>
<p><i>Recommendation 15: Secret Service leadership needs to give its priorities and reforms sustained attention, holding the agency accountable through to</i></p>	<p><u>Actions taken</u></p> <ul style="list-style-type: none"> • FY 2015, established the Office of Strategic Planning and Policy to assist in developing organizational strategic planning, policy, and ensure completion of relevant efforts • As detailed in “Actions taken” for Recommendation



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<p><i>their completion.</i></p>	<p>9, the Director made significant changes to the Secret Service organizational structure to facilitate accomplishing reforms</p> <ul style="list-style-type: none">• April 2015, established a monthly reporting process to update the Director on progress toward implementing PMP recommendations <p><u>Actions ongoing or planned</u></p> <ul style="list-style-type: none">• September 2016, expect a draft report from a third party contracted to perform an independent validation study of organizational change efforts, which will assess the demonstrated or expected effectiveness of reforms and recommend any needed modifications• Facilitate additional changes to organizational structure, as required
<p><i>Recommendation 16: The Secret Service needs to implement its disciplinary system in a consistent manner that demonstrates zero tolerance for failures that are incompatible with its zero-failure mission.</i></p>	<p><u>Actions taken</u></p> <ul style="list-style-type: none">• In 2013, established the Office of Integrity and published the Table of Penalties (pre-dating the PMP recommendations). To improve transparency of its disciplinary system, published two Annual Discipline Reports (for 2014 and 2015) on the Secret Service’s intranet. The reports include:<ul style="list-style-type: none">✓ Annual statistics and analysis of the Secret Service’s disciplinary program✓ An overview of disciplinary actions taken by deciding officials✓ Trends in misconduct and offenses✓ Analysis of results• In March 2015, the Director sent a memorandum on misconduct reporting procedures, stating that all employees are required to report any activities that violate the Secret Service standards of conduct or negatively impact the mission of the Secret Service. <p><u>Actions ongoing or planned</u></p> <ul style="list-style-type: none">• The Office of Integrity plans to publish a monthly report for Secret Service’s top leadership documenting all pending and completed disciplinary and adverse actions
<p><i>Recommendation 17: Front-line supervisors need to hold their forces accountable for</i></p>	<p><u>Actions taken</u></p> <ul style="list-style-type: none">• November 25, 2015, established Unusual Protective Events and Incident Reporting Protocols to ensure operational-level analysis and evaluation of



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<p>performance by constantly testing readiness.</p>	<p>protective operations, as well as consistent records of unusual events and protective incidents</p> <ul style="list-style-type: none">• FY 2016, another Government entity evaluated Protective Detail Training programs of instruction as part of continual review of protection tactics, techniques, and procedures• FY 2015, trained Joint Operations Center personnel to better leverage the center’s critical incident response capabilities• April 2016, collaborated with another Government entity to conduct a mission analysis of protection protocols <p><u>Actions ongoing or planned</u></p> <ul style="list-style-type: none">• Plans to develop scenario-based readiness testing from updated UD policies and to enhance on-the-job training programs• Developing module within Protective Threat Management System to document, report, and evaluate Unusual Protective Events; following evaluation, supervisors can develop readiness tests to counter incidents
<p>Recommendation 19: The Secret Service needs to establish a leadership development system that identifies and trains the agency’s future managers and leaders.</p>	<p><u>Actions taken</u></p> <ul style="list-style-type: none">• July 2014, re-established Senior Executive Service Candidate Development Program• October 2015, published policy on a Leader Development Program for all Secret Service employees, in partnership with DHS• FY 2015-2016, provided opportunities for personnel to participate in continuing education and leadership programs, such as the Naval Postgraduate School Executive Leaders Program, Naval War College, Department of Defense Senior Service School, and National Intelligence University <p><u>Actions ongoing or planned</u></p> <ul style="list-style-type: none">• Communicate the Leader Development Program’s requirements, expectations, and course availability to employees• Seek restoration of funds for the law enforcement leadership training once received through Johns Hopkins University



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- **External Engagement**

PMP Recommendation	Summary of Secret Service Response
<p><i>Recommendation 12: The Secret Service needs to lead the federal protective force community.</i></p>	<p><u>Actions taken</u></p> <ul style="list-style-type: none"> • FY 2015 through July 2016, conducted 31 intra- and interagency tabletop and joint training exercises • Coordinated five National Special Security Events • FY 2015, increased external training 180 percent over FY 2014 • Delivered presentations on a behavior-based approach for protective intelligence, threat assessment, and targeted violence prevention to more than 3,500 personnel <p><u>Actions ongoing or planned</u></p> <ul style="list-style-type: none"> • Expand and cultivate partnerships that can positively impact the protective and investigative missions • Continue to conduct intra- and interagency tabletop exercises
<p><i>Recommendation 13: The Secret Service should receive periodic, outside assessments of the threats to and strategies for protecting the White House compound.</i></p>	<p><u>Actions taken</u></p> <ul style="list-style-type: none"> • September 2015 and April 2016, collaborated with another Government entity to develop security protocols • Additional external assessments conducted are classified <p><u>Actions ongoing or planned</u></p> <ul style="list-style-type: none"> • Proposed a working group with the White House Military Office to develop various assessments • Additional ongoing or planned assessments are classified



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<p><i>Recommendation 14: The Secret Service needs to resume participation in international fora with comparable protective services of friendly nations.</i></p>	<p><u>Actions taken</u></p> <ul style="list-style-type: none"> December 2015, presented information to the International Law Enforcement Academy in Thailand. March–June 2015, Papal site survey teams FYs 2015–2016, met with and/or provided training to security officials from Israel, Germany, Canada, Republic of Korea, Romania, Brazil, Portugal, The Netherlands, Palestinian Territories, and Spain May 2016, conducted training for the International Law Enforcement Association in El Salvador Invited foreign security services to participate in Secret Service-hosted training sessions and divisional briefings on current intelligence-related trends and tactics <p><u>Actions ongoing or planned</u></p> <ul style="list-style-type: none"> Establish an internal working group to evaluate the effectiveness of current practices for sharing intelligence with international partners Determine the feasibility of conducting regularly scheduled information sharing events with international organizations
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Insufficient Progress

Summary of PMP Finding and Recommendation	Summary of Secret Service Response
<p><i>Summary of the PMP’s discussion leading to Recommendation 8: The Secret Service needs to evaluate how its various mission areas and operational capabilities fit with and support the primary protective mission.</i></p>	<p><u>Actions ongoing or planned</u></p> <ul style="list-style-type: none"> FY 2016, began developing domestic office footprint using cost, work, and performance data Director, Deputy Director, and Assistant Director of the Office of Investigations routinely evaluate the need to establish, close, resize, or consolidate field offices Incorporate the statistical data from annual performance metrics to show evidence that the Secret Service prioritizes protective mission and protection-related investigations



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<p><i>Recommendation 8: The Secret Service needs to clearly communicate agency priorities, give effect to those priorities through its actions, and align its operations with its priorities.</i></p>	<p><u>Actions taken</u></p> <ul style="list-style-type: none"> • December 2014, Director’s memo to senior officials communicated priority areas for inclusion in the FY 2017–2021 RAP, including: <ul style="list-style-type: none"> ✓ Increase staffing ✓ Deliver more training ✓ Improve morale ✓ Improve communications between senior officials and staff ✓ Enhance WHC security ✓ Identify 2016 presidential campaign/election protection needs • February 2016, Director’s memo to senior officials communicated the same priorities for inclusion in the FY 2018–2022 RAP and stated that protection and investigations were priority mission areas • February 2016, Director delivered <i>The State of the Secret Service Address</i>, discussing progress on management priorities such as increasing staff, improving morale, providing more training, and improving communications <p><u>Actions ongoing or planned</u></p> <ul style="list-style-type: none"> • Continue benchmarking communications capabilities to peer organizations • Update the Strategic Plan • Continue issuing the Director’s priority memos
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Beyond the Secret Service’s Control

PMP Recommendation	Summary of Secret Service Response
<p><i>Recommendation 18: The next director of the Secret Service should be a strong leader from outside the agency who has a protective, law enforcement or prosecutorial, or military background and who can drive cultural change in the organization and move the Secret Service forward into a new era.</i></p>	<p>DHS and the President appoint the Director of the Secret Service; on February 18, 2015, Joseph Clancy was appointed as the Director of the Secret Service.</p>



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Appendix D

Secret Service's Organization for Protecting the White House Complex

OPO is mainly responsible for protecting the WHC, the President, the First Family, the Vice President, the Second Family, and all former Presidents, Vice Presidents (for a limited term), and their spouses. OPO also protects qualified presidential and vice presidential candidates, visiting foreign leaders, and other designated protectees. In addition to the WHC, OPO is responsible for security at the Naval Observatory and approximately 500 foreign missions. The OPO Assistant Director manages the following three entities with primary responsibility for protecting the WHC and its occupants.

Presidential Protective Division

PPD Special Agents provide the President's and First Family's personal protection. The division's Special Agent in Charge is ultimately responsible for the operations and security of the WHC and safety of its occupants.

Uniformed Division

The UD performs day-to-day security operations at the WHC. UD Officers from the White House Branch carry out their protective responsibilities through a network of fixed security posts, and foot, bicycle, vehicular and motorcycle patrols. The UD also includes the Naval Observatory Branch, Foreign Missions Branch, and the Special Operations Branch. In addition, the UD performs security operations outside of Washington, DC, at temporary protective sites and National Security Special Events. The UD Chief also has a direct operational command and control for the daily protective activities undertaken by the UD.

Special Operations Division

The Special Operations Division provides specialized operational and tactical support for the Secret Service's protective missions. The division manages and coordinates the activities of Secret Service Special Agents and specialized UD personnel, such as Emergency Response Team Officer Technicians and Canine Unit Officer Technicians, Counter Assault Team, and Counter Sniper Unit, which provide tactical response to unlawful intrusions and other protective challenges to the White House and its grounds.



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Appendix E
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