

United States Secret Service Strategic Enhancements to Support Service and Field Operations

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BACKGROUND

The United States Secret Service (U.S. Secret Service/USSS) was established in 1865, originally tasked with the sole purpose of combatting the forgery of the American dollar. It was, over time, retasked by Congress to undertake the protection of the President of the United States, and other key government officials, in addition to the protection of critical infrastructure. In 2003, it was moved from the Department of the Treasury to the Department of Homeland Security.

In 2016, USSS contracted with the National Academy of Public Administration (the Academy) to undertake an independent review of the agency's organizational reforms resulting from recommendations by the Protective Mission Panel and the House Oversight and Government Reform Committee. The Academy Panel issued recommendations in a number of areas, including change management, ethics and compliance, technological investment, capital planning, and human resources.

PROJECT DESCRIPTION

The U.S. Secret Service is seeking to use the views and goals of its senior leaders and the Federal Employee Viewpoint Survey (FEVS) to strengthen the agency's organizational functionality and climate, as per the President's Management Agenda. USSS has contracted with the Academy to review the organizational missions, structures, and challenges of mission support and field offices, as well as identify necessary reforms to improve working climate.

This assessment will be conducted via interviews with staff at mission support and field offices, along with other USSS mission stakeholders. A gap analysis framework will be employed to develop a sound understanding of the current needs for and access to support field office services, a vision for how those offices could best address future challenges, and coherent actions to achieve that vision within a realistic level of resources. Best practices for addressing issues in high-demand mission areas will be applied to the assessment, drawing on experiences in similar federal organizations. The Academy will draw on the findings and recommendations from the 2016 study.

PANEL MEMBERS

Ms. Ellen Tunstall*, *Chair*; Senior Advisor, Federal Management Partners, Inc.; Adjunct Staff, RAND Corporation; Secretary/Treasurer, Board of Directors, National Older Worker Career Center. Former Director & Acting Deputy Under Secretary of Defense, Workforce Issues and International Programs, Defense Secretary's Office, U.S. Department of Defense; Former positions with U.S. Office of Personnel Management: Deputy Associate Director, Talent and Capacity; Program Manager, Office of Insurance Programs. Former Division Chief, Civilian Assistance and Re-Employment Division, Defense Civilian Personnel Management Service; Senior Policy Specialist, Deputy Assistant Secretary of Defense Office, Civilian Personnel Policy.

Mr. John Koskinen*; Former Commissioner, Internal Revenue Service, U.S. Department of the Treasury. Former Chairman of the Board and Director, Freddie Mac; President, U.S. Soccer Foundation; City Administrator, Government of the District of Columbia; Assistant to the President of the United States and Chair, President's Council on Year 2000 Conversion; Deputy Director for Management, U.S. Office of Management and Budget; President and Chief Executive Officer, The Palmieri Company; Administrative Assistant to Senator Abraham Ribicoff; Assistant to Mayor John Lindsay and to New York City; Special Assistant to Deputy Executive Director, "Kerner Commission."

Ms. Cynthia Heckmann*; Project Director, National Academy of Public Administration. Former Strategic Advisor, Partnership for Public Service. Former positions with U.S. Government Accountability Office: Chief Human Capital Officer, Deputy Chief Information Officer. Positions in: Health Care Financing Administration and National Institutes of Health, U.S. Department of Health and Human Services.

Mr. David Williams*; Distinguished Visiting Professor, Schar School of Public Policy, George Mason University; Former Inspector General, Office of Inspector General, U.S. Postal Service; Deputy Assistant Administrator, Transportation Security Administration, U.S. Department of Homeland Security; Inspector General, Treasury Inspector General for Tax Administration, U.S. Department of the Treasury

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