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Department of Homeland Security

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

OCT 21 2015

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

FROM: John Roth *John Roth*
Inspector General

SUBJECT: *Management Alert – Secret Service Staffing and
Scheduling Contributed to Officer Fatigue –~~For Official
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During an audit of Secret Service Radio Communications, we identified officer safety issues that pose an immediate or potential danger to U.S. Secret Service officers and those whom they protect. We observed two officers sleeping at their posts. Fatigue from travel, overtime shifts, and long hours contributed to these incidents. The Secret Service referred both officers for disciplinary action.

We reviewed your management comments on our draft alert. Per your request, we redacted sensitive information and made other changes, as necessary.

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 a redacted version of the report on our website for public dissemination.

Please call me with any questions, or your staff may contact Mark Bell, Assistant Inspector General for Audits, at (202) 254-4100.

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Management Alert

Secret Service Staffing and Scheduling Contributed to Officer Fatigue

This alert describes officer safety issues that may pose an immediate or potential danger to U.S. Secret Service officers and those whom they protect. During our ongoing audit of Secret Service radio communications, we recently toured several protected facilities in the company of Secret Service personnel. While doing so, we observed two officers sleeping at their posts; [REDACTED]

Fatigue from travel, overtime shifts, and long hours contributed to these incidents. The Secret Service referred both officers for disciplinary action.

We interviewed the officers and the supervisors on duty on the dates of the incidents and we also reviewed officer schedules to determine whether external factors contributed to them sleeping on duty. We found that one officer worked almost 60 hours of overtime in the pay period prior to the incident. Tables 1 and 2 in Appendix A show overtime schedules for Officer 1. Secret Service personnel described that officer's overtime schedule as "minimal" compared to schedules of other officers in the unit. The officer indicated that long hours, travel, and illness contributed to his fatigue. In at least one instance, the officer traveled from Kenya to Washington D.C. for a protective assignment and recorded a 36-hour shift, which included operational preparations for travel on a military aircraft. Even after the incident, records confirm that the officer traveled on three separate occasions for protective assignments over an 18-day period.

The other officer did not work as much overtime, but routinely worked 12-hour days, rotating between indoor and outdoor posts. Tables 3 and 4 in Appendix A show overtime schedules for Officer 2. The officer indicated that working in a hot environment and lack of water contributed to the fatigue. A week after we learned of officer concerns, we conducted temperature readings at posts on site. Temperatures inside the posts ranged from 70–86 degrees on a 94 degree summer day, and only 4 out of [REDACTED] indoor posts contained water. Secret Service informed us that officers are allowed to carry water from post to post. Additionally, Secret Service said that water is available to all personnel located at exterior and interior posts, which can be obtained from the breakroom,

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Department of Homeland Security

water fountains, and other areas. Officers may request relief from their supervisors as necessary. Immediately after the incident, the Secret Service temporarily reassigned the officer to a different schedule. However, returning to the normal schedule meant that the officer had less than 8 hours between shifts. Not only was the officer “short changed” by receiving less than 8 hours between shifts, Secret Service could have avoided this had the officer’s schedule returned to normal over the weekend.

In December 2014, the Secret Service Protective Mission Panel¹ issued a report on protection of the White House compound. The report stated, “the most common refrain that the Panel heard from all sources within the Service, from line agents and officers to the director, from special agents to UD (Uniformed Division) officers, is that the Service is overstretched, with personnel working far too many hours. The result, according to all, is an exhausted work force with low morale.” In addition, the Panel noted that officers reported regularly working 13 days of 12-hour shifts, followed by one day off.

We are concerned that the Secret Service’s staffing and scheduling process does not ensure that officers receive adequate breaks while on duty and time off between shifts. We felt it was important to bring these issues to your attention immediately as these issues impact officer safety and the agency’s ability to meet its mission. Our office is conducting a broader review of the Secret Service that will address officer workloads and underlying management issues that contribute to low morale and officer concerns about their work environment.

In their comments to this alert, USSS reported that it recognizes that employee morale suffers when decreased staffing levels result in increased overtime and travel requirements, and decreased opportunities for training. To address their staffing challenges, USSS reported that it is pursuing a multipronged strategy to (1) clearly identify staffing needs, (2) efficiently recruit new workforce, and (3) effectively retain current staff.

¹ *United States Secret Service Protective Mission Panel*. Following a September 2014 security breach at the White House, the Secretary of Homeland Security requested that the Panel review the Secret Service’s protection of the White House compound. The Panel included former high-ranking Justice Department officials and former White House staffers.

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**Appendix A
Officer Overtime Schedules**

Table 1: Officer 1 Overtime Hours Prior to the Incident

	Date	Overtime Hours
Start of Pay Period 15	7/26/2015	19.5*
	7/27/2015	16*
	7/28/2015	0
	7/29/2015	4
	7/30/2015	4.25
	7/31/2015	0
	8/1/2015	0
	8/2/2015	0
	8/3/2015	4.25
	8/4/2015	4
	8/5/2015	0.5
	8/6/2015	1.5
	8/7/2015	4.5
End of Pay Period 15	8/8/2015	0
	8/9/2015	0
	8/10/2015	0.5
Date of Incident	8/11/2015	0.5
TOTAL		59.5

*Not included in USSS response

Source: *OIG Summary of Officer Payroll Records*

Table 2: Officer 1 Overtime Hours by Pay Period

Pay Period End Date	Total Overtime
7/11/2015	36
7/25/2015	41.5
8/8/2015	58.5
8/22/2015 *	21

*Pay period of incident. The incident was 8/11/2015.

Source: *OIG Summary of Officer Payroll Records*



OFFICE OF INSPECTOR GENERAL

Department of Homeland Security

Table 3: Officer 2 Overtime Hours during the Pay Period of the Incident

	Date	Overtime Hours
Start of Pay Period 14	7/12/2015	0
	7/13/2015	.5
	7/14/2015	4.5
Date of Incident	7/15/2015	4.5
	7/16/2015	0
	7/17/2015	.5
	7/18/2015	0
	7/19/2015	0
	7/20/2015	.5
	7/21/2015	1
	7/22/2015	4.5
	7/23/2015	.5
	7/24/2015	4.5
End of Pay Period 14	7/25/2015	8.5
Total		29.5

Source: *OIG Summary of Officer Payroll Records*

Table 4: Officer 2 Overtime Hours by Pay Period

Pay Period End Date	Total Overtime
6/27/2015	32.25
7/11/2015	11.25
7/25/2015*	29.5

*Pay Period of the incident. The incident occurred on 7/15/2015

Source: *OIG Summary of Officer Payroll Records*



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