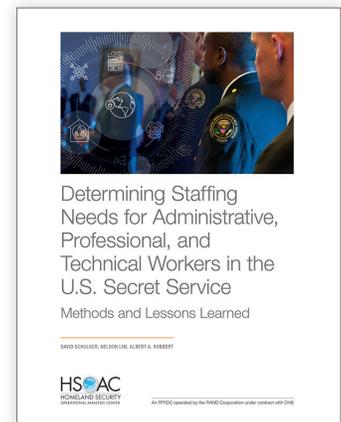


# Determining Staffing Needs for Administrative, Professional, and Technical Workers in the U.S. Secret Service

## Methods and Lessons Learned

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Researchers conducted a study to propose new approaches for determining staffing needs in the U.S. Secret Service's highest-priority administrative, professional, and technical functions. Using process mapping and business-case analysis, the team created staffing models. This report documents the team's methods, implementation considerations, and lessons learned for future workforce studies.

### RESEARCH QUESTIONS

- How can the U.S. Secret Service determine staffing needs for its highest-priority administrative, professional, and technical functions?

### KEY FINDINGS

#### Different functions require different approaches to developing staffing models

- The most suitable approach for the study functions is a bottom-up workload estimator method, supplemented by business-case analyses in certain areas.
- Workflows in the Applications Development Branch were distinctive because of the influence of agile methodologies for project management, so this area required the examination of alternative methods.

#### Some methods of determining optimal staffing can be challenging to implement but can provide benefits beyond the staffing results

- Although some bottom-up models rely on difficult-to-validate subjective inputs, the process of developing them produced additional benefits to workforce planners. Even a potentially noisy bottom-up model yields

great increases in transparency in the work activities that decisionmakers are resourcing, for instance.

## RECOMMENDATIONS

- Conduct a preliminary assessment of candidate functions to determine whether the functions are ripe for a staffing study. This preliminary assessment should examine whether (1) subject-matter experts have sufficient time to participate in the study, (2) the organizational structure and mission are clearly defined and stable, (3) the work processes in the function are stable and efficient, (4) workflow data on key processes are captured, and (5) performance dimensions are defined and captured in data (if possible). In cases in which these criteria are not met, functions could have the opportunity to implement changes before proceeding with model development.
- Some of the team's difficulties in implementing the bottom-up approach could be alleviated in future work by earmarking focused study periods instead of attempting to do the study on top of normal work schedules.