



**AFSD-Operations
CAREER GUIDE**

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**Transportation
Security
Administration**

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Summary Profile – AFSD-Operations

Major Responsibilities

1. Overseeing and Managing Administrative and Operations Functions at Airport
2. Advising FSD on Administrative and Operations Matters
3. Addressing Personnel Issues
4. Providing Leadership to TSA Employees
5. Improving Operational Practices and Procedures
6. Working with TSA Headquarters
7. Managing Finance and Budgets
8. Managing and Coordinating Direct Staff

Critical General Competencies

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|----------------------------------|---------------------------|
| 1. Accountability | 9. Integrity/Honesty |
| 2. Administration and Management | 10. Interpersonal Skills |
| 3. Conflict Management | 11. Listening |
| 4. Conscientiousness | 12. Oral Communication |
| 5. Decisiveness | 13. Problem Solving |
| 6. Flexibility | 14. Self Management |
| 7. Human Resource Management | 15. Written Communication |
| 8. Influencing/Negotiating | |

Critical Technical Competencies

1. Operations Management
2. Security Directives and Regulations
3. Security Screening Policies and Procedures

Major Responsibilities – AFSD-Operations

Responsibility activities appear in order descending from most important to least important

1. Overseeing and Managing Administrative and Operations Functions at Airport

- a) Providing vision and direction for each functional area within scope of AFSD-Operations' responsibilities
- b) Overseeing Administrative Officer's management of payroll, Finance, HR/personnel systems and programs (benefits, workers' compensation, etc.), employee discipline, recruiting and staffing, procurement of consumable supplies, and facilities acquisition
- c) Overseeing Training Coordinator's development and implementation of all training for screening personnel, including re-certification training and testing and remedial training via on-line training center and various training locations throughout airport
- d) Overseeing Program and/or Management Analysts focusing on specific issues, such as Quality Assurance, Safety, Model Workplace, facilities management, and environmental issues
- e) Developing management control plan which establishes strategic goals and the necessary tasks to achieve those goals
- f) Working with Finance Specialist to manage expenses against budget allocation, including passenger/baggage screening operations, training, consumable supplies, facilities, travel
- g) Developing metrics and processes for measuring, monitoring, and reporting on key functional activities and results
- h) Overseeing Stakeholder Manager's management of relationships with key stakeholders in airport (e.g., airlines, airport management, and concessions) and surrounding community
- i) Overseeing Customer Service Manager's handling of all lost or found property; customer/passenger questions, feedback, compliments, complaints and problems; as well as handling of lost items or items seized or volunteered from passengers during screening process
- j) Identifying key functional areas and issues to focus on for improvement
- k) Serving as the DOSHO and providing leadership and guidance to the Safety Program and Safety Action Team
- l) Serving as Intelligence and Classified Custodian

2. Advising FSD on Administrative and Operations Matters

- a) Briefing FSD (and DFSD) on key administrative and operations issues and programs and how they are being handled
- b) Advising FSD on unusual or complex managerial or personnel disciplinary issues
- c) Serving as Acting FSD when FSD (and DFSD) is not available
- d) Setting up procedures to meet HQ's staffing requirements for airport and providing needed resources to help accomplish the projects
- e) Writing Emergency Management Plan, Continuity of Operations Plan, Environmental Plans, and Incident Response Plans for the airport
- f) Keeping spoke locations updated and in line with processes and procedures

3. Addressing Personnel Issues

- a) Working with Administrative Officer to ensure effective and timely handling of personnel issues and disciplinary actions
- b) Working with relevant parties to identify solutions and plans for handling recurrent issues and problems
- c) Reviewing weekly reports on personnel issues and analyzing patterns and systemic issues that need to be addressed
- d) Communicating with EEOC and lawyers to deal with EEO complaints filed by employees
- e) Managing OWCP - monitoring, enforcing guidelines and initiating prevention efforts

4. Providing Leadership to TSA Employees

- a) Spending time talking and listening to screening employees at passenger and baggage checkpoints ("managing by walking around")
- b) Planning and implementing multiple employee communication processes (e.g., e-mails, monthly meetings, town meetings, posting in break rooms) to ensure that all employees are fully informed on changes in TSA security policies, directives and procedures
- c) Communicating changes in TSA policies, organization, or operational procedures in ways that explain rationale and gain employee buy-in and support
- d) Providing leadership direction to ICMS/Model Workplace Coordinator

5. Improving Operational Practices and Procedures

- a) Working with employee advisory committee to identify issues, develop solutions, create action plans and review progress against plans
- b) Communicating with counterparts in other airports to identify best practices that can be implemented at own airport

6. Working with TSA Headquarters

- a) Responding to HQ directives and information requests in a timely fashion by delegating them to appropriate staff and following up to ensure completion
- b) Providing daily reports to HQ on throughputs, wait times, prohibited items detected, etc.

7. Managing Finance and Budgets

- a) Working with functional managers to manage local TSA operations to allocated budget
- b) Identifying most cost efficient solutions
- c) Managing contractual issues that impact budget
- d) Developing budget estimates for cost of delivering required/needed level of airport security
- e) Monitoring monthly spending and daily purchases and setting fiscal priorities

8. Managing and Coordinating Direct Staff

- a) Coaching and developing direct reports to build their capabilities for current and future jobs
- b) Ensuring frequent communication and collaboration among direct staff to identify and address emerging issues and problems as they occur
- c) Delegating authority for major areas of TSA operations to direct staff
- d) Conducting regular staff meetings (weekly, monthly) to review performance metrics and status of priority issues/actions and to plan how to address new issues or problems

Broad-based Development Assignments – AFSD-Operations

Activities appear in order descending from most frequently cited as valuable to least frequently cited as valuable

1. TSA Field Assignments

- a) Other AFSD positions (e.g., AFSD-Screening, AFSD-Inspection)
- b) Administrative Officer
- c) Details to larger airports, if working at smaller airport
- d) Special projects to address specific issues of importance to airport or TSA overall
- e) Assignments that focus on analyzing operational processes
- f) Training Coordinator
- g) Stakeholder Manager
- h) Finance Specialist
- i) Deputy AFSD-Screening
- j) Security Manager

2. Temporary TSA Headquarters Assignments

- a) Office of Security Operations
- b) Office of Human Capital
- c) Budget Management Office
- d) Intelligence
- e) TSOC
- f) Security Policy Development
- g) Detail in OSHE and MWP Office

3. Training, Conferences, Meetings

- a) Management or supervisory training (e.g., USDA Leadership courses, Skill Path, Covey courses)
- b) Training in conflict management
- c) Training in handling problem employees and creating and implementing performance improvement plans (PIP)
- d) Training to develop oral/written communication skills and interpersonal skills

4. On-the-Job Development Activities

- a) Shadowing AFSD-Operations
- b) Attending meetings on behalf of, or with, AFSD-Operations
- c) TDY or visits to other airports to see how they do things there
- d) Having a handbook or training that highlights critical areas and issues to focus on in AFSD-Operations role
- e) Shadowing Administrative Officer
- f) Participating in ER and disciplinary issues
- g) Serving as Acting Administrative Officer (when AO is on leave or at training)
- h) Shadowing Stakeholder Manager
- i) Details to Operations Command Center
- j) Preparing draft of Annual Work Plan

5. Temporary Assignments in Other Agencies

- a) Other components of DHS
- b) DOD
- c) CBP
- d) ICE
- e) DEA

Competencies and Behaviors – AFSD-Operations

Behaviors appear in order descending from most important to least important

Critical General Competencies

Accountability

- a) Takes ownership for resolving problems rather than allowing them to persist or simply pointing them out to others
- b) Communicates clear performance expectations and consequences for failing to achieve them
- c) Holds managers and supervisors accountable for leading effectively
- d) Publicly supports and takes personal responsibility for implementing TSA operational changes and management decisions
- e) Establishes performance metrics that focus employees on accomplishing priority goals and objectives
- f) Holds self and others accountable for achieving challenging performance goals

Administration and Management

- a) Ensures that all functional managers are following consistent procedures and formats for monitoring and documenting actions and results in their functions
- b) Sets up systems and processes for tracking activities and results in major administrative and operational functions
- c) Allocates administrative and equipment resources to accomplish annual management plan and priorities

Conflict Management

- a) Addresses conflicts or problems with others in a direct and constructive fashion that includes open discussion of issues and development of win-win solutions
- b) Listens to the perspectives of all parties involved in a conflict and makes decisions based on objective analysis of the situation
- c) Challenges and supports managers to address conflicts early and quickly at the lowest level possible
- d) Addresses problematic employee performance, behavior or conduct in a timely fashion
- e) Holds employees responsible for addressing conflicts with each other in order to get the job done
- f) Ensures that managers and supervisors have adequate training in conflict management skills
- g) Diffuses potentially volatile/difficult situations by providing interested parties with opportunities to voice their concerns

Conscientiousness

- a) Continuously tries to improve own personal performance and the organization's performance
- b) Demonstrates responsible behavior and displays a professional image
- c) Cares deeply about one's area of responsibility and doing an exceptional job
- d) Displays a high level of commitment and effort towards planning and performing work

Decisiveness

- a) Makes timely decisions in situations that require it
- b) Responds calmly and acts decisively when dealing with crises and security incidents
- c) Exhibits willingness to accept responsibility for the consequences of own decisions
- d) Exhibits courage to make tough administrative, personnel and/or other decisions even when they are unpopular
- e) Expresses confidence in own judgment and decisions when dealing with difficult and/or ambiguous situations
- f) Persists to overcome obstacles and resistance in an effort to achieve important goals and results (e.g., reduction of injuries)
- g) Identifies corrective actions that can be implemented immediately in response to a security incident or identified security risk

Flexibility

- a) Responds quickly and calmly to crises and security threats on a 24/7 basis and redirects resources as needed to address and resolve them
- b) Quickly adapts to changing circumstances, regulations, directives, policies or procedures
- c) Hires and/or promotes staff who are good at adapting quickly to change
- d) Quickly recognizes changing circumstances and threats

Human Resource Management

- a) Coaches and counsels managers and supervisors on how to lead their people effectively and how to deal constructively with personnel issues
- b) Ensures that employee issues and complaints are constructively resolved at lowest possible level
- c) Establishes thorough systems and processes for executing and documenting important HR processes (e.g., performance management, disciplinary action)
- d) Establishes plans and processes for developing employees for higher level positions within local TSA operation
- e) Develops and promotes fully qualified supervisory staff from within TSA whenever possible
- f) In conjunction with AFSD-S, ensures accurate estimates of full-time and part-time employees needed to provide adequate coverage of baggage and passenger screening requirements during peak and non-peak periods
- g) Holds senior staff accountable for training and mentoring less experienced staff

Influencing/Negotiating

- a) Builds ownership for new initiatives or changes by involving those responsible for implementation in planning the details
- b) Uses compelling information/statistics to build an effective business case that others find persuasive (e.g., staffing requests)
- c) Explains and promotes the reasons and benefits for new programs or actions in order to gain needed cooperation from others
- d) Collaborates with stakeholders to come up with workable alternatives when they resist TSA solutions to operational issues and problems

Integrity/Honesty

- a) Holds self and others accountable for meeting high standards of integrity
- b) Leads by example through modeling desired practices and standards in own behavior
- c) Avoids any action or situation that would give the appearance of unethical or inappropriate behavior
- d) Demonstrates the courage to do the right thing in difficult situations
- e) Delivers on commitments made to others
- f) Admits own mistakes and take action to address/resolve them

Interpersonal Skills

- a) Listens attentively to employee ideas, issues and concerns and takes steps to address them
- b) Makes self accessible and approachable to employees; utilizes open door policy
- c) Expresses interest in and an ability to relate effectively to all levels of TSA employees and stakeholders
- d) Spends time with front-line employees to get to know them and build rapport and trust
- e) Spends time with key stakeholders within airport, air carriers and local community to get to know them and build rapport

Listening

- a) Listens carefully to the issues and concerns of employees and stakeholders and communicates understanding of them
- b) Asks questions to clarify statements made by others, including their underlying concerns and issues
- c) Pays attention to and interprets non-verbal messages and cues (such as body language and tone of voice) in order to understand reactions and concerns of people in security incidents and other situations
- d) Responds to others in ways that make them feel understood

Oral Communication

- a) Asks questions to understand the ideas, issues and concerns of others, and their root causes
- b) Communicates information concisely and clearly
- c) Delivers difficult or sensitive information openly, honestly and with empathy
- d) Adjusts communication style and language to most effectively connect with different/diverse audiences and individuals
- e) Maintains frequent appropriate level of contact with TSA senior management to keep them informed about important or controversial cases and situations
- f) Exhibits awareness of the impact of own words, actions or decisions on others
- g) Explains complex concepts (e.g., schedules, policies or procedures) clearly and at an appropriate level of detail

Problem Solving
a) Exhibits a "can-do" attitude in response to challenging directives, problems and situations
b) Considers the big picture when dealing with new or complex situations, rather than rigidly applying policies, directives and regulations or procedures
c) Listens to front-line employees to learn what is being done and how it's being done
d) Looks at problems systemically and develops systemic solutions
e) Asks probing questions to clarify situations and identify root causes of security and/or personnel problems
f) Suspends judgment and maintains objectivity in situations until essential facts are gathered and analyzed
g) Assigns ownership for solving problems to TSA individuals and teams
h) Recognizes patterns and trends in data
i) Analyzes costs and benefits of potential solutions when addressing operational issues and problems
j) Escalates issues with contractor management, when necessary, in order to overcome obstacles and expedite responses to urgent TSA needs and situations
k) Surveys TSA front-line employees to identify problems that need to be solved or processes that need to be improved
l) Involves employees, airlines and other stakeholders in process of identifying and solving problems that impact them

Self Management
a) Maintains professional behavior when dealing with difficult people or high stress situations
b) Sets well-defined and realistic goals for accomplishing planned programs and initiatives while responding to daily demands and security incidents as they occur
c) Takes initiative to identify issues/needs and develop programs or processes that improve TSA's administrative/operational efficiency and effectiveness

Written Communication
a) Expresses facts and ideas in writing in a clear, convincing and organized manner that is appropriate to the audience and occasion
b) Writes clear and concise inspection and investigation reports that capture important information without unnecessary detail
c) Uses a variety of written communications to communicate and reinforce TSA's mission and accomplishments to employees and stakeholders (e.g., e-mails, newsletters, presentations)
d) Writes quickly and clearly in order to complete the reports and communications that are associated with the job
e) Reviews inspectors' reports, identifies needed improvements and provides clear and constructive feedback that results in significant improvements going forward

Critical Technical Competencies

Operations Management

- a) Demonstrates an understanding of the big picture of TSA operations
- b) Continuously improves local screening operations processes
- c) Builds processes to efficiently accomplish TSA screening responsibilities

Security Directives and Regulations

- a) Demonstrates overall understanding/awareness of TSA security policies, directives and regulations (e.g., HazMat regulations, airport vs. air carrier directives, confidentiality and security SOPs, identification of prohibited items, current threats to airport)
- b) Knows where to find information on security directives and regulations and leverages inspectors who know them in detail
- c) Recognizes discrepancies in implementation of security directives and regulations by airport and/or air carriers and knows when enforcement investigations should be initiated

Security Screening Policies and Procedures

- a) Demonstrates thorough understanding of screening policies and procedures
- b) Knows how to find Standard Operating Procedures information and leverages other people who know it