TSA CAREER PATH MODELS

DSFD I BAND

SEPTEMBER 2005

Transportation Security Administration
U.S. DEPARTMENT OF HOMELAND SECURITY

Summary Profile - DFSD, I Band

Major Responsibilities

1. Ensuring Overall Security of Airport
2. Analyzing and Addressing Security Threats
3. Forecasting and Planning for Operational Changes
4. Providing Regulatory Oversight of All U.S. Air Transportation Facilities and Operations
5. Providing Strong Leadership to TSA Employee Population
6. Building and Managing Stakeholder Relationships
7. Managing Finance and Budgets
8. Managing and Coordinating Direct Staff
9. Maintaining Quality Customer Service for Airlines, Passengers
10. Overseeing Management of TSA Facilities & Equipment Resources
11. Leading Establishment of High Performance TSA Culture
12. Implementing TSA Policies and Procedures
13. Ensuring Organized Training of Screening Staff
14. Planning and Implementing Crisis or Emergency Management

General Competencies

1. Accountability
2. Conflict Management
3. Continual Learning
4. Creativity and Innovation
5. Customer Service
6. Decisiveness
7. Entrepreneurship
8. External Awareness
9. Financial Management
10. Flexibility
11. Human Resource Management
12. Influencing/Negotiating
13. Integrity/Honesty
14. Interpersonal Skills
15. Leveraging Diversity
16. Oral Communication
17. Partnering
18. Political Savvy
19. Problem Solving
20. Resilience
21. Service Motivation
22. Strategic Thinking
23. Team Building
24. Technical Credibility
25. Technology Management
26. Vision
27. Written Communication

Technical Competencies

1. Operations Management
2. Respecting Privacy and Preserving Freedoms
3. Safety Policies and Procedures
4. Security Components and Programs in DHS and Other Organizations
5. Security Directives and Regulations
6. Security Equipment Knowledge
7. Security Screening Policies and Procedures

Major Responsibilities – DFSD, I Band
Responsibility activities appear in order descending from most important to least important

1. Ensuring Overall Security of Airport

a) Ensuring security at all passenger and baggage checkpoints, airport access points and key areas beyond perimeter of airport

b) Identifying and addressing security needs and weaknesses at all airports

c) Building and maintaining processes for ensuring airport security

d) Coordinating local, state and federal law enforcement resources to respond to security incidents and crises (e.g., to prepare for man pad incidents)

e) Meeting regularly with airport managers and security directors to discuss security needs and issues

f) Developing coordinated command and control systems with emergency response agencies (e.g., for simulated plane crash)

g) Communicating and coordinating with outside authorities (e.g., State Police, FBI, JTTF, Railroads, Mayor's Office) on security of key areas beyond the perimeter of the airport

2. Analyzing and Addressing Security Threats

a) Briefing air carrier station managers on identified security threats

b) Analyzing security needs and threats and developing strategies for addressing them

c) Mobilizing problem solving efforts to address identified security threats

3. Forecasting and Planning for Operational Changes

a) Working with airport and airline managers to identify upcoming changes in demand for passenger and baggage security screening and ensuring staff are planning how to handle them

b) Anticipating upcoming events or situations that will impact airport security operations and planning how to address them

c) Anticipating changes in TSA operational systems and processes and taking steps to prepare for their implementation

4. Providing Regulatory Oversight of All U.S. Air Transportation Facilities and Operations

a) Ensuring airports, airlines (foreign and domestic), air cargo carriers and indirect air carriers comply with security directives and regulations

b) Conducting stakeholder meetings with all regulated parties to discuss regulatory changes and/or educate them on current aviation threats

5. Providing Strong Leadership to TSA Employee Population

a) Identifying and resolving Human Resources/personnel issues and problems that affect employee motivation and morale (e.g., timely and accurate pay and benefits)

b) Providing clear vision and direction to employees at all levels

c) Leading by example by personally demonstrating ethical conduct and integrity

d) Creating opportunities for advancement and promoting from within TSA employee population whenever possible

e) Ensuring that performance and disciplinary problems are constructively resolved in a timely fashion

f) Recognizing and rewarding individual and team accomplishments on the job

g) Communicating regularly and frequently with employees through meetings, newsletters, and/or e-mail

h) Communicating changes in TSA policies, organization, or operational procedures in ways that explain rationale and gain employee buy-in and support

i) Spending time talking and listening to screening employees at passenger and baggage checkpoints ("managing by walking around")

j) Establishing mentoring programs to help employees with self improvement and career advancement

k) Mentoring employees to help them develop and advance in their TSA career

6. Building and Managing Stakeholder Relationships

a) Building positive working relationships with key stakeholders inside airport (e.g., airport manager, airline station managers, heads of law enforcement)

b) Collaborating with airlines to identify and resolve issues that impact efficient passenger flow and customer service while maintaining security standards

c) Building positive relationships with key stakeholders who are located outside the airport

d) Conducting regularly scheduled security meetings with key stakeholders

e) Conducting group and/or one-on-one meetings with airport managers and airline station managers

f) Participating in airport activities that underscore teambuilding benefits necessary to support TSA programs and mission

7. Managing Finance and Budgets

a) Managing local TSA operations to budget provided by TSA

8. Managing and Coordinating Direct Staff

a) Ensuring frequent communication and collaboration among direct staff to identify and address emerging issues and problems as they occur

b) Conducting regular meetings with direct staff to review status of operations and address key issues and problems

c) Team building with Screening Managers, Screening Supervisors, Lead Screeners and Screeners

d) Delegating authority for major areas of TSA operations to direct staff

e) Coaching and developing direct reports to build their capabilities for current and future jobs

9. Maintaining Quality Customer Service for Airlines, Passengers

a) Ensuring that airport security is provided with a high level of customer service and efficiency and that TSA is recognized as a trusted friend of the traveling public

b) Communicating passenger feedback (both complaints and compliments) to screeners

c) Responding to passenger complaints and compliments

d) Developing feedback mechanisms to determine effectiveness in providing airport security and customer service

10. Overseeing Management of TSA Facilities & Equipment Resources

a) Ensuring proper maintenance and documentation of TSA security screening equipment

b) Obtaining sufficient levels of equipment resources from TSA, airport, airlines and/or other sources

11. Leading Establishment of High Performance TSA Culture

a) Ensuring and supporting employee flexibility to quickly adapt to organizational and procedural change

12. Implementing TSA Policies and Procedures

a) Adapting TSA policies and directives into effective processes for local implementation

b) Communicating information and changes from TSA Headquarters

13. Ensuring Organized Training of Screening Staff

a) Ensuring that screeners are meeting certification and re-certification training needs and requirements

b) Ensuring implementation of TSA mandates for training

c) Validating training through local testing

d) Anticipating and preparing for training on new screening technologies and procedures (e.g., in-line system)

e) Developing local training initiatives and programs targeted/tailored to the performance improvement and development needs of employees

14. Planning and Implementing Crisis or Emergency Management

    a) Planning and implementing crisis/emergency management exercises in coordination with other federal, state, and local agencies (e.g., DHS, FBI, FEMA, local law enforcement)

Comparative Responsibility Matrix

This section presents the Major Responsibilities and Activities for all the Executive and Non-executive FSD and DFSD positions in a matrix which highlights differences in the relative importance of each activity to each position and band level.

Importance Scale

1	2	3	4
Not at all Important	Somewhat Important	Important	Critical

To visually highlight the differences in the importance ratings across the positions, average importance ratings from an intensive study of these positions have been translated into symbols, which are explained by the key at the top of the matrix on each of the following pages.

Key:

●	Activities rated <u>critical</u> by majority of study respondents (average above 3.5)
○	Activities rated <u>important</u> but <u>not critical</u> by majority of study respondents (average 2.80 – 3.5)
–	Activities rated as <u>less than important</u> by majority of study respondents (average 2.79 or less)

					Most Frequently Mentioned as Critical

1. Ensuring Overall Security of Airport	DFSD		FSD		Executive FSD & DFSD
	Bands				
	I	J	J	K	E
a) Identifying and addressing security needs and weaknesses at all airports	●	○	●	●	●
b) Ensuring security at all passenger and baggage checkpoints, airport access points and key areas beyond perimeter of airport	●	●	●	●	●
c) Building and maintaining processes for ensuring airport security	○	○	●	●	●
d) Meeting regularly with airport managers and security directors to discuss security needs and issues	○	○	●	○	○
e) Communicating and coordinating with outside authorities (e.g., State Police, FBI, JTTF, Railroads, Mayor's Office) on security of key areas beyond the perimeter of the airport	○	–	○	–	○
f) Developing coordinated command and control systems with emergency response agencies (e.g., for simulated plane crash)	○	○	○	○	○
g) Coordinating local, state and federal law enforcement resources to respond to security incidents and crises (e.g., to prepare for man pad incidents)	○	○	○	●	○
h) Communicating and coordinating with spoke airports to ensure consistency of security procedures and performance	–	–	○	●	–

2. Analyzing and Addressing Security Threats

	I	J	J	K	E
a) Analyzing security needs and threats and developing strategies for addressing them	○	○	○	●	●
b) Mobilizing problem solving efforts to address identified security threats	○	○	○	●	●
c) Building systems to take information from intelligence organizations and apply it to local airport security	–	–	○	○	○
d) Conducting comprehensive analysis of security threats and vulnerabilities in and around airport	–	○	●	○	○
e) Arranging for regulatory agents to test potential security threats and weaknesses	–	○	○	○	○
f) Proactively seeking out intelligence from sources other than TSA/DHS	–	○	–	○	○
g) Briefing air carrier station managers on identified security threats	○	○	○	○	–

Key:

●	Activities rated <u>critical</u> by majority of study respondents (average above 3.5)
○	Activities rated <u>important</u> but <u>not critical</u> by majority of study respondents (average 2.80 – 3.5)
–	Activities rated as <u>less than important</u> by majority of study respondents (average 2.79 or less)

	Most Frequently Mentioned as Critical				
	DFSD		FSD		Executive FSD & DFSD
	Bands				
3. Forecasting and Planning for Operational Changes	I	J	J	K	E
a) Anticipating changes in TSA operational systems and processes and taking steps to prepare for their implementation	○	○	○	○	–
b) Anticipating upcoming events or situations that will impact airport security operations and planning how to address them	○	●	○	○	–
c) Translating intelligence about security threats into contingency plans for handling them	–	○	○	○	–
d) Working with airport and airline managers to identify upcoming changes in demand for passenger and baggage security screening and ensuring staff are planning how to handle them	●	●	●	○	–
e) Coordinating with TSA's public information officer to ensure consistent briefings and Q & As with media for operational changes	–	○	○	○	–

4. Providing Regulatory Oversight of All U.S. Air Transportation Facilities and Operations

	I	J	J	K	E
a) Ensuring airports, airlines (foreign and domestic), air cargo carriers and indirect air carriers comply with security directives and regulations	○	○	●	●	●
b) Conducting stakeholder meetings with all regulated parties to discuss regulatory changes and/or educate them on current aviation threats	○	–	○	○	○
c) Administering appropriate compliance and enforcement actions with the goal of discovering and correcting deficiencies and vulnerabilities in aviation security	–	○	○	○	–
d) Arranges for, or conducts, covert tests of air carriers, cargo carriers and indirect air carriers to further ensure compliance with regulatory requirements	–	–	○	○	–

Key:

●	Activities rated <u>critical</u> by majority of study respondents (average above 3.5)
○	Activities rated <u>important</u> but <u>not critical</u> by majority of study respondents (average 2.80 – 3.5)
–	Activities rated as <u>less than important</u> by majority of study respondents (average 2.79 or less)

Most Frequently Mentioned as Critical

5. Providing Strong Leadership to TSA Employee Population	DFSD		FSD		Executive FSD & DFSD
	Bands				
	I	J	J	K	E
a) Providing clear vision and direction to employees at all levels	●	●	●	●	●
b) Identifying and resolving Human Resources/personnel issues and problems that affect employee motivation and morale (e.g., timely and accurate pay and benefits)	●	○	●	●	●
c) Recognizing and rewarding individual and team accomplishments on the job	○	○	○	○	●
d) Spending time talking and listening to screening employees at passenger and baggage checkpoints ("managing by walking around")	○	○	○	○	●
e) Communicating changes in TSA policies, organization, or operational procedures in ways that explain rationale and gain employee buy-in and support	○	○	○	○	○
f) Communicating regularly and frequently with employees through meetings, newsletters, and/or e-mail	○	○	○	○	○
g) Ensuring that performance and disciplinary problems are constructively resolved in a timely fashion	○	●	●	○	○
h) Establishing mentoring programs to help employees with self improvement and career advancement	○	○	○	○	○
i) Leading by example by personally demonstrating ethical conduct and integrity	●	●	●	●	–
j) Creating opportunities for advancement and promoting from within TSA employee population whenever possible *****	●	○	○	○	–
k) Mentoring employees to help them develop and advance in their TSA career	○	○	○	○	–

Key:

●	Activities rated <u>critical</u> by majority of study respondents (average above 3.5)
○	Activities rated <u>important</u> but <u>not critical</u> by majority of study respondents (average 2.80 – 3.5)
–	Activities rated as <u>less than important</u> by majority of study respondents (average 2.79 or less)

	Most Frequently Mentioned as Critical				
	DFSD		FSD		Executive FSD & DFSD
	Bands				
6. Building and Managing Stakeholder Relationships	I	J	J	K	E
a) Building positive working relationships with key stakeholders inside airport (e.g., airport manager, airline station managers, heads of law enforcement)	●	●	●	○	●
b) Collaborating with airlines to identify and resolve issues that impact efficient passenger flow and customer service while maintaining security standards	○	●	●	○	○
c) Building positive relationships with key stakeholders who are located outside the airport	○	–	○	–	●
d) Describing TSA security mission and obtaining support, collaborative involvement and on-going partnership	–	○	○	○	○
e) Conducting regularly scheduled security meetings with key stakeholders	○	○	○	○	○
f) Conducting group and/or one-on-one meetings with airport managers and airline station managers	○	○	●	○	–
g) Participating in airport activities that underscore teambuilding benefits necessary to support TSA programs and mission	○	○	○	○	–

7. Managing Finance and Budgets

	I	J	J	K	E
a) Managing local TSA operations to budget provided by TSA	○	○	○	○	○
b) Managing contractual issues that impact budget (e.g., reimbursable agreements)	–	–	○	–	○
c) Developing budget estimates for cost of delivering required/needed level of airport security	–	–	○	○	○
d) Identifying most cost efficient solutions	–	○	○	○	–
e) Submitting budgets for proposed training needs, and managing to approved budgets	–	○	○	○	–

8. Managing and Coordinating Direct Staff

	I	J	J	K	E
a) Delegating authority for major areas of TSA operations to direct staff	○	–	○	○	●
b) Conducting regular meetings with direct staff to review status of operations and address key issues and problems	●	○	●	○	○
c) Ensuring frequent communication and collaboration among direct staff to identify and address emerging issues and problems as they occur	●	●	●	●	○
d) Coaching and developing direct reports to build their capabilities for current and future jobs	○	○	○	○	○
e) Directly supervising AFSDs for Screening, Regulatory, Operations and Law Enforcement	–	–	○	○	○
f) Team building with FSD staff direct reports	–	–	●	○	○
g) Team building with Screening Managers, Screening Supervisors, Lead Screeners and Screeners	○	○	○	–	–

Key:

●	Activities rated <u>critical</u> by majority of study respondents (average above 3.5)
○	Activities rated <u>important</u> but <u>not critical</u> by majority of study respondents (average 2.80 – 3.5)
–	Activities rated as <u>less than important</u> by majority of study respondents (average 2.79 or less)

			Most Frequently Mentioned as Critical		
	DFSD		FSD		Executive FSD & DFSD
	Bands				
9. Maintaining Quality Customer Service for Airlines, Passengers	I	J	J	K	E
a) Ensuring that airport security is provided with a high level of customer service and efficiency and that TSA is recognized as a trusted friend of the traveling public	●	○	●	●	●
b) Developing feedback mechanisms to determine effectiveness in providing airport security and customer service	○	○	○	–	○
c) Responding to passenger complaints and compliments	○	○	○	○	○
d) Communicating passenger feedback (both complaints and compliments) to screeners	○	○	●	○	○

10. Overseeing Management of TSA Facilities & Equipment Resources

a) Maintaining office, training, and break room space in coordination with airport, airlines or other sources	–	○	○	–	○
b) Ensuring proper maintenance and documentation of TSA security screening equipment	○	○	●	○	○
c) Designing and implementing passenger and baggage checkpoint areas for efficient screening	–	●	○	○	○
d) Obtaining sufficient levels of equipment resources from TSA, airport, airlines and/or other sources	○	●	○	●	○
e) Managing implementation of new security technology	–	–	●	○	○

11. Leading Establishment of High Performance TSA Culture

a) Establishing client-based, problem-solving organizational culture while staying focused on aviation security	–	–	○	○	○
b) Applying best practices from government and private sector organizations to TSA operations	–	○	○	○	○
c) Ensuring and supporting employee flexibility to quickly adapt to organizational and procedural change	○	○	○	–	○
d) Modeling and facilitating cooperation across airports and functional boundaries in order to ensure successful implementation of TSA's overall U.S. air transportation security mission	–	○	○	–	–
e) Establishing and tracking performance metrics in key areas of TSA operations	–	○	○	○	–

Key:

●	Activities rated <u>critical</u> by majority of study respondents (average above 3.5)
○	Activities rated <u>important</u> but <u>not critical</u> by majority of study respondents (average 2.80 – 3.5)
–	Activities rated as <u>less than important</u> by majority of study respondents (average 2.79 or less)

	Most Frequently Mentioned as Critical				
	DFSD		FSD		Executive FSD & DFSD
	Bands				
12. Recruiting, Hiring, and Promoting Staff	I	J	J	K	E
a) Recruiting and hiring non-screening staff directly	–	–	○	○	○
b) Coordinating with TSA Headquarters (or TSA Staff at Hub or Area Office) for hiring of screeners	–	○	○	○	○
c) Coordinating with TSA Headquarters for hiring aviation security inspectors	–	–	–	–	–
d) Hiring people with strong capabilities so that authority and responsibility can be delegated	–	○	●	●	–
e) Promoting management staff from within TSA	–	○	○	○	–

13. Implementing TSA Policies and Procedures

	I	J	J	K	E
a) Communicating information and changes from TSA Headquarters	○	●	●	○	○
b) Adapting TSA policies and directives into effective processes for local implementation	○	○	●	○	○
c) Coordinating with TSA Public Affairs for guidance in communicating with the media, when implementing policies and procedures affecting the public	–	○	○	–	–
d) Communicating with media in response to security incidents and changes	–	–	○	○	–

14. Ensuring Organized Training of Screening Staff

	I	J	J	K	E
a) Ensuring implementation of TSA mandates for training	●	●	●	●	○
b) Anticipating and preparing for training on new screening technologies and procedures (e.g., in-line system)	○	○	○	○	○
c) Developing local training initiatives and programs targeted/tailored to the performance improvement and development needs of employees	○	○	○	○	○
d) Validating training through local testing	○	○	○	○	–
e) Ensuring that screeners are meeting certification and re-certification training needs and requirements	●	●	●	●	–

Key:

●	Activities rated <u>critical</u> by majority of study respondents (average above 3.5)
○	Activities rated <u>important</u> but <u>not critical</u> by majority of study respondents (average 2.80 – 3.5)
–	Activities rated as <u>less than important</u> by majority of study respondents (average 2.79 or less)

	Most Frequently Mentioned as Critical				
	DFSD		FSD		Executive FSD & DFSD
	Bands				
15. Working with TSA/BTS/DHS Headquarters	I	J	J	K	E
a) Influencing and negotiating with Headquarters' specialists and executives to obtain resources or clarification of policies or procedures	–	○	○	○	○
b) Recommending policies and procedures for addressing emerging or unforeseen security risks and policy gaps	–	○	○	○	○
c) Reviewing draft policy from TSA Headquarters and providing input	–	–	○	○	○
d) Reporting information on TSA policy/procedure implementation, performance, resources, and issues to Area Directors	–	–	○	–	○
e) Coordinating with other units of Intermodal Programs as appropriate	–	–	–	–	–
16. Strategic Planning for Local TSA Operation					
a) Defining a vision for local TSA operation that is aligned with overall TSA mission	–	○	○	●	–
b) Developing strategic plan to implement TSA mission and vision and to address changes in airline industry and needs of customer	–	○	○	○	–
17. Planning and Implementing Crisis or Emergency Management					
a) Planning and implementing crisis/emergency management exercises in coordination with other federal, state, and local agencies (e.g., DHS, FBI, FEMA, local law enforcement)	○	○	○	●	–
b) Conducting "table top" exercises to prepare for particular types of security crises and emergencies	–	○	○	●	–

Broad-based Development Assignments – DFSD, I Band
Activities appear in order descending from most valuable to least valuable

1. TSA Field Assignments

a) Working as Acting FSD or DFSD when incumbent is on leave

b) Shadowing TSA Field employees (e.g., passenger and baggage screeners, Lead Screener, Screening Supervisor, Screening Managers, AFSD-Screening, AFSD-Regulatory, AFSD-Operations, Stakeholder Liaison, Scheduling Operations Officer)

c) Temporary details in key positions at large, busy airports

d) Shadowing FSDs or Deputy FSDs

e) Working as Acting AFSD – Screening, Regulatory or Operations

f) Assignment to a position dedicated for development purposes, which enables temporary rotations into other key functional areas (e.g., regulatory, operations, stakeholder liaison, Human Resources, training)

g) Moving from lower level positions (e.g., Screening Manager) in large airports to higher level positions (e.g., AFSD-Screening; DFSD) at smaller airports

h) Working as an Executive Assistant to the FSD or DFSD (go to all meetings, see the stakeholder relationship building; understand need for partnering; observe value and style of working with Headquarters; write e-mails; distill policy documents into summaries for FSD; etc.)

2. TSA Headquarters Assignments

a) Rotational assignments (90 days or less) or permanent job placements in Headquarters' functions, such as Aviation Programs, Intelligence, Policy, Legislative Affairs, Human Resources, Public Affairs, CFO, and Chief Operating Officer

b) Taking volunteer assignments in Internal Affairs and Program Review (IA) to gain a basic understanding of how security systems are tested by IA, to assist IA in the testing process, and to help strengthen security systems at airport upon return

c) Working in the Transportation Security Command Center, Aviation Regulatory Inspection Program Office, TSA's Canine Program

d) Working the Watch as a Duty Officer at TSOC

e) Working in Dispute Resolution area to develop mediation and alternative dispute resolution skills

f) Working in TSA's law enforcement-related activities (e.g., Federal Flight Deck Officer Program)

g) Shadowing key Headquarters' executives to understand the issues and stakeholders with which they are dealing

3. Temporary Assignments Outside TSA

a) Details to other parts of DHS, such as Immigration and Customs Enforcement, Customs and Border Protection, and Port Security Director

b) Rotational assignments for 2-3 months with stakeholder organizations such as American Association of Airport Executives (AAAE) and/or Air Transport Association (ATA)

c) Volunteer experiences that have developmental dimensions to them (e.g., learning new skills/knowledge, managing a volunteer organization)

d) Shadowing key stakeholders ("Day in the Life") to understand their realities and the issues they have to deal with (e.g., airport manager, airline station managers, ground security manager, customer service managers)

e) Shadowing or working in air carrier roles that impact, or are impacted by, TSA security operations: airport check-in counter, baggage handling, flight scheduling, customer service, etc.

f) Developmental assignments to private sector managerial positions relevant to FSD position (e.g., Factory Manager)

4. Task Forces and Special Projects

a) Making "best practice" visits to other airports

b) Participation in cross-functional task forces and problem-solving teams (within and across regional areas)

c) Participating in Management Inquiries/Reviews

5. Training, Conferences, and Meetings

a) Training/conferences for Deputy FSDs that enable sharing of issues and ideas

b) Participating in Executive Leadership training programs

c) Attending conferences or meetings with DFSDs to discuss common issues/problems and share best practices

d) Table Top exercises with other DFSDs

e) ASI training (in condensed form)

f) Attending joint meetings organized by TSA and ATA to share best practices in aviation operations and security and to problem-solve how to address emerging aviation security issues

g) Learning about law enforcement through training or exposure

h) Participating in AAAE conferences for airport managers

i) Being mentored by an FSD

j) Participation in Speakers Bureau to practice public speaking and develop presentation skills

k) Learning about security and computer technology through training from TSA's CTO organization

l) Supervisory training with emphasis on interpersonal skills

6. On-the-Job Development Activities

a) Dealing with security and other types of crises

b) Planning FTEs needed for different times of year (e.g., Thanksgiving, Christmas)

c) Managing implementation of new screening systems or procedures

d) Reconfiguring the design of passenger/baggage screening processes

e) Managing hiring process for screening and support staff

f) Leading meetings and conferences

g) Scheduling screeners

h) Dealing with equipment maintenance and repair

i) Preparing written reports for staff projects

j) Managing TSA finances and budgets at the local level

k) Doing media interviews and press conferences

l) Training airline personnel in new security systems or procedures

m) Working with ASIs to gain exposure to inspection regulations

n) Learning TSA budgetary requirements and working with payroll person

Competencies and Behaviors – DFSD, I and J Band

General Competencies

Key:

●	Behaviors rated as <u>most distinguishing high performers</u> by 67% or more of study respondents
○	Behaviors rated as <u>most distinguishing high performers</u> by 50% - 66% of study respondents
–	Behaviors rated as <u>most distinguishing high performers</u> by less than 50% of study respondents

1. Accountability

		DFSD Bands	
		I	J
a)	Holds managers accountable for leading effectively. Mentors key managers whose leadership style is having a significant impact on employee motivation and performance. Removes, if appropriate, those who do not respond to progressive efforts to improve their effectiveness	●	●
b)	Publicly supports and takes personal responsibility for implementing TSA process/procedure changes and management decisions	●	●
c)	Takes ownership for resolving problems rather than allowing them to persist or simply pointing them out to others	●	●
d)	Sets challenging performance goals and holds self and others accountable for achieving them	●	–
e)	Establishes performance metrics (e.g., Measures of Effectiveness) that focus employees on accomplishing priority goals and objectives	–	○

2. Conflict Management

		I	J
a)	Develops the skills and competencies for conflict management as described in the Model Workplace Integrated Conflict Management System	○	●
b)	Addresses conflicts or problems with stakeholders in a direct and constructive fashion that includes open discussion of issues and development of win-win solutions	●	●
c)	Handles employee conflicts calmly, objectively, constructively and fairly in order to resolve them quickly and minimize negative impact on employee morale	●	●
d)	Listens to the perspectives of all parties involved in a conflict and makes decisions based on objective analysis of the situation	●	●
e)	Diffuses potentially volatile/difficult situations by providing interested parties with opportunities to voice their concerns	●	●
f)	Addresses problematic employee performance, behavior or conduct in a timely fashion	●	●
g)	Holds employees responsible for overcoming conflicts with each other in order to get the job done	○	–

3. Continual Learning

		I	J
a)	Identifies own strengths and weaknesses and takes steps to develop knowledge or surround self with experts in areas of relative weakness	●	●
b)	Maintains up-to-date knowledge of security issues, systems and procedures through reading and contact with experts both inside and outside TSA	●	○
c)	Anticipates emerging issues and challenges and takes steps to learn about them	●	●
d)	Creates a work environment in which TSA employees are encouraged to keep abreast of emerging issues and are given information and tools to do so	○	●
e)	Asks stakeholders to brief him/her on new developments, issues and concerns, as well as provide feedback on how new TSA directives will impact their stakeholder	○	●

f)	Gains access to and takes advantage of formal training	–	●

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4. Creativity and Innovation

	DFSD Bands	
	I	J
a) Creates a climate that encourages and enables employees to develop, propose, and implement new ideas and new ways of doing things as appropriate	●	●
b) Continuously examines the status quo to identify problem areas and opportunities to improve efficiency or security	●	●
c) Appropriately challenges TSA directives that need revision and recommends alternative approaches	−	−
d) Looks beyond own airport(s) for new ideas, best practices and innovative approaches (e.g., from private sector, TSA web boards, conferences)	○	○
e) Responds to problems or obstacles as opportunities to create and implement new or innovative processes, systems or solutions	○	−
f) Exhibits resourcefulness in implementing new TSA directives and Standard Operating Procedures	○	○
g) Promotes calculated risk-taking at all levels	−	−

5. Customer Service

	I	J
a) Actively involves airline personnel in collaborative development of baggage and passenger screening solutions that maximize efficiency and customer service without sacrificing security	●	○
b) Responds to passenger and stakeholder concerns in a prompt and courteous manner while remaining firm about security procedures	●	●
c) Asks stakeholders for feedback to identify areas for improvement	●	●
d) Makes decisions that best meet the needs of passengers and stakeholders while ensuring the security of the traveling public	○	●
e) Develops appropriate process improvement plans in response to passenger and stakeholder needs and feedback	−	○
f) Responds with a sense of urgency to passenger and stakeholder problems	○	●
g) Analyzes situations from the passenger and stakeholder perspective to determine the optimal response	−	●
h) Within the parameters of TSA policy and procedures, develops specialized procedures and equipment to address the specialized needs of different types of passengers (e.g., elderly, children, people with disabilities)	○	○
i) Ensures that TSA employees perform their jobs in ways that contribute to TSA being recognized as a trusted friend to the traveling public	●	●

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6. Decisiveness

	DFSD Bands	
	I	J
a) Responds calmly and acts decisively when dealing with crises	●	●
b) Exhibits willingness to accept responsibility for the consequences of own decisions	●	●
c) Exhibits courage to make tough personnel and other decisions even when they are unpopular	●	●
d) Expresses confidence in own judgment and decisions when dealing with difficult and/or ambiguous situations	●	●
e) Persists to overcome obstacles and resistance in an effort to achieve important goals and results	●	●

7. Entrepreneurship

a) Builds and sustains a Model Workplace in his/her airport(s)	●	●
b) Encourages employees at all levels to generate ideas for new procedures and services	●	●
c) Identifies issues that need to be addressed across TSA and proposes solutions for addressing them	–	–
d) Approaches local TSA operation as if he/she "owned the TSA business"	–	–
e) Does whatever it takes to solve problems and get things done	●	○
f) Initiates local programs to address key security issues	–	●
g) Takes initiative to define important issues and problems and plans local initiatives/actions to address them	●	●

8. External Awareness

a) Spends time getting to know key players/stakeholders in local airport, law enforcement and political arenas	●	●
b) Keeps abreast of key issues and developments in local environment that may impact airport security	–	●
c) Keeps up-to-date on relevant best practices in both the public and private sector in order to identify ways to improve TSA operations or leadership	–	○
d) Continually tracks intelligence information and analyzes implications for maintaining security at own airport	○	●
e) Tracks national and international policies and economic and political trends that may affect TSA mission and/or operations	–	○
f) Develops a multitude of sources of security related information beyond DHS, such as local law enforcement and other national sources	–	●

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		DFSD Bands	
9. Financial Management		I	J
a)	Allocates local TSA budget in ways that optimize use of resources to accomplish priority goals and requirements	–	●
b)	Identifies and implements innovative ways to leverage available resources to accomplish TSA mission	○	●
c)	Leverages local relationships to provide resources to aid in accomplishment of TSA mission	–	○
d)	Analyzes cost-benefit and return on investment of different options or initiatives to ensure optimal return on expenditures	–	○
e)	Creates systems and procedures for tracking efficient utilization of resources and makes changes as needed to increase cost efficiency	–	●
f)	Holds contractors and suppliers accountable for delivering products and services on schedule and within budget	–	–
g)	Develops metrics for measuring efficiency and effectiveness of contract performance	–	○

10. Flexibility			
a)	Responds quickly and calmly to crises and redirects resources as needed to address and resolve them	●	●
b)	Quickly adapts to changing circumstances, directives, policies or procedures	○	●
c)	Hires and/or promotes staff who are good at adapting quickly to change	○	○
d)	Establishes systems and procedures for quickly shifting resources to cover changes in passenger and baggage screening load levels	●	○
e)	Quickly recognizes changing circumstances and threats	○	●

11. Human Resources Management			
a)	Coaches and counsels managers and supervisors on how to lead their people effectively and how to deal constructively with personnel issues	●	●
b)	Publicly recognizes and rewards individual or team behavior that exemplifies effective execution of TSA mission	●	●
c)	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	○	●
d)	Ensures that employee issues and complaints are constructively resolved at lowest possible level	●	●
e)	Within the parameters of TSA policy and procedures, establishes systems, procedures and forums to ensure that employee issues, concerns and ideas are elicited, heard and addressed/resolved	○	●
f)	Within the parameters of TSA policy and procedures, establishes thorough systems and processes for executing and documenting important Human Resources responsibilities	–	○
g)	Applying merit principles, establishes plans and processes for developing employees for higher level positions within TSA, including developing potential successors for key positions	–	●
h)	Holds each level of management/supervision accountable for developing staff for key positions	–	●
i)	Develops creative solutions to ensure that TSA employees meet or exceed mandated training in screening procedures and other required areas	–	●
j)	Takes responsibility for all personnel actions initiated/signed off on at airports under their charge	●	●

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12. Influencing/Negotiating

		DFSD Bands	
		I	J
a)	Builds ownership for new initiatives or changes by involving those responsible for implementation in planning the details	●	●
b)	Is honest and direct with stakeholders about their own/TSA's ability and constraints to fix specific issues or problems in order to gain their cooperation and help to develop workable solutions	○	●
c)	Uses compelling information/statistics to build an effective business case that others find persuasive	–	–
d)	Personally proposes and negotiates alternative approaches to implementation of proposed TSA security directives when standard approaches may not work in local airport facilities/circumstances	●	–
e)	Collaborates with stakeholders to come up with workable alternatives when they resist TSA solutions to new screening processes and other security procedures	○	●

13. Integrity/Honesty

		I	J
a)	Holds self and others accountable for meeting high standards of integrity	●	●
b)	Personally delivers on commitments made to others	●	●
c)	Leads by example through modeling desired practices and standards in own behavior	●	●
d)	Takes direct and appropriate action to deal with people whose behavior is not appropriate	●	●
e)	Avoids any action or situation that would give the appearance of unethical or inappropriate behavior	●	●
f)	Demonstrates the courage to do the right thing in difficult situations	●	●
g)	Admits own mistakes and takes action to address/resolve them	●	●

14. Interpersonal Skills

		I	J
a)	Demonstrates compassion by listening to employees and showing that he/she personally cares about them and their issues, concerns and circumstances (i.e., is a "covenant leader")	●	●
b)	Expresses interest in and an ability to relate effectively to a wide variety of TSA employees and stakeholders	●	●
c)	Listens attentively to and values employee ideas, suggestions, issues and concerns	●	●
d)	Spends time with employees (e.g., managing by walking around, working at checkpoints, talking in break rooms) to get to know them and build rapport	●	●

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15. Leveraging Diversity

		DFSD Bands	
		I	J
a)	Builds staff with people who have different and complementary knowledge, experience and capabilities needed to effectively implement TSA mission at airport	●	○
b)	Treats all employees with respect, fairness, and consistency (e.g., listens to and respects others' views and ideas)	●	●
c)	Creates a work environment/culture that appreciates and values people of different backgrounds, experiences, and cultures	●	●
d)	Ensures that screening personnel and procedures exhibit understanding and sensitivity to other cultural practices and beliefs in the way that they screen passengers from those cultures	○	–
e)	Recognizes and taps the abilities of diverse individuals and groups to achieve organizational goals	–	○
f)	Recruits and hires diverse staff that reflects the diversity of the local community	○	–
g)	Leverages different employees experience and expertise by having them develop/deliver training in that expertise to other employees	–	●
h)	Participates in diversity meetings/forums with people from different cultures to understand their customs and concerns and how they impact security procedures	–	–

16. Oral Communication

		I	J
a)	Communicates information concisely and clearly	●	●
b)	Maintains frequent contact with senior management to keep them informed about important or controversial issues and situations	●	●
c)	Exhibits awareness of the impact of own words, actions or decisions on others	○	●
d)	Listens carefully and asks questions to understand the ideas, issues and concerns of others, and their root causes	●	●
e)	Delivers difficult or sensitive information openly, honestly and with empathy	○	●
f)	Explains complex concepts (e.g., schedules, policies, and procedures) clearly and at an appropriate level of detail	●	●
g)	Adjusts communication style and language to connect most effectively with different/diverse audiences and individuals	○	–
h)	Communicates articulately as a public spokesperson for TSA in local community (e.g., with media, on TV, with community groups)	–	○

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17. Partnering

	DFSD Bands I	J
a) Creates an environment that encourages open communication and joint problem-solving among different stakeholder groups	●	●
b) Actively "sells" stakeholders on the need to work together to effectively address airport security in ways that are mutually beneficial	○	○
c) Mobilizes relevant stakeholders to collaborate on the development of win-win solutions to challenging security and/or customer issues/problems	–	○
d) Builds a network of relationships with counterparts in other airports to maximize information and resource sharing opportunities	–	●
e) Shares resources (e.g., key personnel) and information (e.g., best practices) with other airports and functions to accomplish TSA goals	–	●

18. Political Savvy

	I	J
a) Builds relationships with key political players at local, state and congressional level and keeps them informed of TSA accomplishments, initiatives and needs	○	○
b) Coordinates with TSA Headquarters to identify and address issues with media in ways that clarify TSA procedures and accomplishments and minimize negative press	○	●
c) Identifies when important legislators are traveling through airport and makes effort to meet with them to provide brief updates on TSA issues and accomplishments	–	○
d) Avoids getting enmeshed in political issues that will reflect unfavorably on TSA	●	●

19. Problem Solving

	I	J
a) Considers the big picture when dealing with new or complex situations, rather than rigidly applying policies or procedures	●	●
b) Involves stakeholders in process of identifying and solving problems that impact them	●	●
c) Asks probing questions to clarify situations and identify root causes of security and/or personnel problems	○	○
d) Assigns ownership for solving problems to TSA individuals and teams	○	○
e) Exhibits a "can-do" attitude in response to addressing problems and challenging situations	○	●
f) Surveys TSA front-line employees to identify problems that need to be solved or processes that need to be improved	○	●
g) Suspends judgment and maintains objectivity in situations until essential facts are gathered and analyzed	–	●
h) Leverages TSA employees in creative ways to develop or implement solutions to security or administrative issues/problems	–	○

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20. Resilience

		DFSD Bands	
		I	J
a)	Multi-tasks effectively by juggling many important activities, relationships, issues and initiatives without losing focus	●	●
b)	Bounces back quickly and responds constructively to reversals and setbacks (e.g., identifies lessons learned, looks ahead to other issues and opportunities)	●	●
c)	Maintains a positive attitude in the face of continual changes and does not become frustrated or impatient	●	●
d)	Maintains a healthy balance between work and personal life in ways that optimize personal effectiveness on the job	○	●

21. Service Motivation

		I	J
a)	Demonstrates strong personal commitment/dedication to providing high quality airport security and efficient customer service for airlines and passengers	●	○
b)	Listens carefully and responds objectively to issues and complaints from passengers and stakeholders	●	●
c)	Approaches DFSD job as "working for screeners" and spends substantial time talking to them, listening to them and addressing their issues and concerns so that they can focus on providing exceptional public service	○	●
d)	Motivates screeners every day to provide exceptional customer service in ways that lead the public to experience TSA as a trusted friend	○	○

22. Strategic Thinking

		I	J
a)	Anticipates potential opportunities and obstacles based on past experience, and develops contingency plans for addressing them	●	●
b)	Ensures that decisions/solutions address the immediate issue while also considering long-term implications	●	●
c)	Determines the resources or skills that will be needed in the future and takes steps to ensure they are available	○	○
d)	Focuses time and energy on anticipating and planning for the future versus "fighting fires"	–	●
e)	Considers the ways that future changes or developments may impact own organization and takes concrete steps to prepare for them	–	○
f)	Takes a process-oriented approach towards planning and preparing the organization to address current and future security issues and needs	–	○

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	DFSD Bands	
23. Team Building	I	J
a) Delegates authority and responsibility to direct staff and empowers them to make decisions and take action within their areas of accountability	●	●
b) Gives positive feedback to employees for doing good work and achieving results	●	●
c) Provides employees with the tools, information and support they need to take action and make decisions	●	●
d) Recognizes and rewards people for outstanding performance and/or achieving significant goals	●	●
e) Fosters an environment where airline employees or other stakeholders treat TSA employees professionally and with respect	○	○
f) Models, advocates and facilitates cooperation with other airports and functions in order to ensure successful implementation of TSA's security mission	–	○
g) Stretches people's capabilities and performance by giving them challenging tasks/assignments	–	●
h) Organizes and challenges teams to address specific operational or administrative issues and problems	–	○
i) Provides direct, observation-based, constructive performance feedback on an on-going basis	○	●
j) Gives staff room to learn from making mistakes that are not too big	●	○
k) Elicits employee suggestions, implements them and recognizes employees for contributing them	●	●
l) Accurately assesses what employees are capable of handling and gives them challenging assignments and responsibilities that stretch those capabilities	–	○
m) Shares performance metrics with employees to show what a good job they are doing	○	–
n) Asks questions to help others think through their own solutions to problems or situations	●	●
o) Directly addresses problematic behavior in others and focuses on turning behavior around	○	●
p) Builds overall morale by directly addressing underachieving employees and getting them to contribute their skills and add value	○	●
q) Establishes or encourages friendly competition among/between checkpoints and terminals to motivate them to achieve high levels of performance	–	–

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24. Technical Credibility

	DFSD Bands I	J
a) Actively develops knowledge and understanding of airport and airline operations in order to understand how they impact (and are impacted by) TSA security operations and procedures	●	●
b) Demonstrates overall understanding of TSA organizational and administrative procedures	○	●
c) Demonstrates thorough understanding of the TSA passenger and baggage screening procedures, systems and equipment	●	●
d) Asks questions that indicate understanding of the most essential aspects and issues for key technical areas of TSA operations	○	○

25. Technology Management

	I	J
a) Ensures that TSA employees are fully trained on new technology by the time it needs to be fully implemented	○	○
b) Understands how technology contributes to TSA mission accomplishment	●	●
c) Volunteers to be pilot test site for new technology systems developed by TSA	–	–
d) Hires staff who have deep understanding of details of technology systems and delegates the details of implementing them effectively	–	–
e) Gets personally involved in design of new screening systems (e.g., in-line baggage screening) in order to ensure that system is designed for maximum security and efficiency	–	●
f) Personally learns what security and computer technology can do and how to leverage it to maximize effectiveness and efficiency of TSA operations	–	●
g) Identifies and proposes new technology to improve the efficiency and effectiveness of transportation security and TSA operations	○	○

26. Vision

	I	J
a) Clearly communicates local TSA mission and goals to employees and stakeholders, reinforcing that message whenever appropriate	●	●
b) Energizes people by explaining how their roles and activities contribute to achievement of the TSA mission	○	●
c) Shows commitment to TSA's mission and goals by implementing appropriate processes and policies and committing the necessary resources and support	–	●
d) Translates TSA mission, strategies and goals into local initiatives and action plans	–	○
e) Clearly explains the big-picture rationale behind new/changing policies or procedures	–	○

27. Written Communication

	I	J
a) Expresses facts and ideas in writing in a clear, convincing, unemotional and organized manner that is appropriate to the audience and occasion	●	●
b) Uses a variety of written communications to communicate and reinforce TSA's mission and accomplishment to employees and stakeholders (e.g., e-mails, newsletters, presentations)	●	○

Technical Competencies

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	DFSD	
	Bands	
1. Operations Management	I	J
a) Builds processes to efficiently accomplish TSA operational responsibilities	○	○
b) Continuously improves local operational processes	●	●
c) Demonstrates an understanding of the big picture of TSA operations	–	●

2. Respecting Privacy and Preserving Freedoms

	I	J
a) Ensures that all TSA employees are trained on applicable laws, regulations and policies governing privacy	●	●
b) Monitors TSA compliance with privacy laws, regulations and policies and implements corrective, remedial and preventive actions when necessary	–	○
c) Establishes systems to communicate TSA privacy policies to the public and to respond to public privacy concerns or complaints	–	–
d) Ensures that personal information, when needed, is collected lawfully and establishes systems and processes for determining the information's accuracy, security and for ensuring that it is used only for the purpose(s) for which it was collected	●	○
e) Ensures that all TSA employees treat the traveling public with dignity and respect in the security screening process	●	●
f) Ensures that screening is conducted in private whenever the person being screened requests it or in circumstances that require it	○	●
g) Models respectful treatment of the traveling public in own behavior	●	●

3. Safety Policies and Procedures

	I	J
a) Identifies safety issues and risks and takes steps to address them	●	○
b) Leverages experts within the TSA employee population to train the workforce on safety issues	●	●
c) Understands essential safety policies and procedures and ensures that employees are well trained to comply with them	○	●

4. Security Components and Programs in DHS and Other Organizations

	I	J
a) Demonstrates an understanding of how security programs and components in other organizations relate to own airport	○	●
b) Demonstrates understanding of the boundaries and interdependencies between TSA and other components	○	●
c) Keeps up to date on changes and developments in security programs in DHS and other organizations	●	●

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5. Security Directives and Regulations

	DFSD Bands	
	I	J
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 security)	●	●
b) Knows where to go 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	●	●
d) Provides feedback and recommendations regarding implementation of security directives and regulations based on feedback from inspectors, airport, air operators and indirect air carriers	●	●

6. Security Equipment Knowledge

	I	J
a) Ensures that equipment maintenance documentation is up to date	●	–
b) Knows the equipment contractors, how to obtain supplies, and how to resolve problems	●	○
c) Knows the different types of security equipment and their basic processes and components	●	●
d) Provides accurate explanations of the basics of security equipment to others	○	○
e) Stays informed of screening equipment breakdowns to be able to explain why a screening line is down, what the problem is, and how it will be fixed	●	●

7. Security Screening Policies and Procedures

	I	J
a) Demonstrates general understanding/awareness of policies and regulations	●	●
b) Identifies policy gaps and submits recommendations for Headquarters' consideration	–	–
c) Knows where to go to find Standard Operating Procedures information and leverages other people who know it	●	●
d) Recognizes discrepancies in screening procedures and knows when to alert a supervisor to address procedural issues or discrepancies	○	●