

Operations Management

Competency Development Activities

Competency Definition

Directs all aspects of a program to ensure that work progresses toward achieving goals and objectives; assesses short- and long-term resource requirements and advises leadership on ways to address these requirements; evaluates overall program effectiveness, and adjusts strategies as needed, to ensure performance standards are met.

Developmental Activity Levels

All (A)

Applies to all competency levels

Beginner-Basic Knowledge (B)

A person at the Beginner-Basic Knowledge level has limited experience applying the competency. He/she applies general knowledge in common situations but has limited practical experience in applying the competency in a work environment presenting more complex situations.

Mid-level (M)

A person with mid-level proficiency has applied the competency repeatedly and successfully in the performance of his/her job but still has much to learn about the advanced aspects or behaviors associated with the competency. A person at this level can usually apply the competency on his/her own.

High (H)

A person at the High level has extensive knowledge of and experience with this competency and can apply the competency exceptionally well on the job without assistance. At this level one is an expert and has enough experience to teach the competency to others.

Articles, Books, and Websites

M Richard B. Chase, F. Robert Jacobs, Nicholas J. Aquilano, Operations Management for Competitive Advantage, McGraw-Hill/Irwin, 1993.

This book provides an introduction to the concepts, processes, and methods of managing and controlling operations in manufacturing or service settings. The text provides comprehensive coverage, from high-tech manufacturing to high touch services with a balanced treatment. The authors also integrate and discuss current issues such as globalization, supply chain strategy, E-business, and ERP. The concepts are illustrated by using real world examples, articles, illustrations, problems and cases.

Operations Management Competency Development Activities

Activities

M Ask a colleague to train or mentor you on how to effectively schedule the TSA workforce. This is a skill that is best learned from on-the-job training.

M Conduct an informational interview with the manager involved/tasked with scheduling. Attend meetings with him or her if possible.

M Develop relationships with stakeholders, such as airline representatives and your customers, so that you can better understand their needs and concerns. Make yourself available for direct contact with your customers. For example, attend scheduled meetings with airline, and airport representatives.

H Involve stakeholders in new initiatives from the get-go. Avoid the introduction of a new work process, service, or product without having relied heavily on customer input throughout the design and development process. Involve stakeholders in implementing solutions they've developed.

H Rotate through your work unit and take on assignments of various employees so that you may understand their jobs and how they interact with their customers. For example, ask for a collateral duty assignment in workforce planning.

H Work as acting AFSD-Screening, Operations or Regulatory when incumbent is on leave.

H Shadow Scheduling Operations Officer to understand process of scheduling screeners.

H Spend time observing all key areas of TSA operations to identify key issues, processes or problems that need to be addressed.

H Visit large, busy airports to understand the operations management issues and challenges that they have and how they deal with them

H Spend time in the Operations Center for a large, busy airport to understand operations from an overall perspective.

H Organize operational process-improvement teams to analyze and improve local TSA processes.

Coaching Suggestions for Managers

M Develop and share a list of key people, organizations and resources to help solve problems. This list might include the appropriate airport and airline representatives. Monitor progress and

Operations Management

Competency Development Activities

suggest sources to improve solutions reached.

H Assign key staff the job of analyzing key TSA operational processes and identifying process improvements, either individually or through the formation of process improvement teams.

H Have staff contact their counterparts in other larger airports to learn about the key operational challenges they are facing and how they are handling them

H Assign staff to area-wide operational improvement task forces.

H Have staff shadow key positions that they have not served in (e.g., SOO, AFSD-Screening, Operations or Regulatory).

H Ask staff members to attend regular meetings with the manager or group involved or tasked with scheduling.