



To enhance mission performance, TSA is committed to promoting a culture founded on its values of Integrity, Innovation and Team Spirit.

1. **PURPOSE:** This directive establishes the roles and responsibilities of the Deputy Administrator, Chief of Staff, Chief Counsel, Special Counselor, and all Assistant Administrators.
2. **SCOPE:** This directive applies to all TSA offices, organizations, and employees.
3. **AUTHORITIES:**
 - A. Aviation and Transportation Security Act of 2001, PL 107-71
 - B. DHS Delegation Number 7060.2, *Delegation to the Administrator of the Transportation Security Administration*
4. **DEFINITIONS:** Senior Management Officials: The term refers to the Assistant Secretary (also referred to as the Administrator), Deputy Administrator, Chief of Staff, Chief Counsel, Special Counselor, Privacy Officer, and all Assistant Administrators.
5. **RESPONSIBILITIES:**
 - A. The Deputy Administrator is responsible for:
 - (1) Managing the day-to-day activities of TSA operational and management functions;
 - (2) Setting performance expectations for all Assistant Administrators and the Special Counselor, providing input to the DHS General Counsel on the performance of the Chief Counsel, and monitoring and evaluating their performance;
 - (3) Serving as TSA's representative to the DHS Deputies Committee;
 - (4) Coordinating TSA operations with the Federal Aviation Administration to de-conflict and promote clear roles, responsibilities and authorities among various Federal agencies in providing Federal oversight and management of the Nation's transportation systems;
 - (5) Chairing the Executive Resources Council and Senior Leadership Team;
 - (6) Evaluating TSA's performance, monitoring its measurement, approving full-time equivalent (FTE) allocations and approving organizational structure and functional alignments for consistent approach to setting direction, shaping culture and climate, setting policies and business strategies, and recommending changes to these systems to meet agency needs and in support of DHS goals and direction; and
 - (7) Developing and implementing strategies and methodologies to promote effective change management throughout TSA.

B. The Chief of Staff is responsible for:

- (1) Providing input and guidance to current Presidential Administration policies and procedures;
- (2) Conducting special projects as requested by the Administrator;
- (3) Conducting general oversight of legislative and public affairs activities;
- (4) Serving as the TSA liaison to the DHS Chiefs of Staff, the Secretary and the Deputy Secretary; and
- (5) Serving as the key liaison to the White House and its offices.

C. The Chief Counsel, who is the senior legal advisor to the Administrator and who reports to the DHS General Counsel, is responsible for:

- (1) Serving as the principal legal advisor to the Administrator and other TSA and DHS officials;
- (2) Delivering mission-focused legal services to all TSA organizational areas and operational components, including the Federal Security Directors (FSDs) and the Federal Air Marshal Service (FAMS);
- (3) Supervising TSA's comprehensive civil enforcement program, which identifies and penalizes regulatory violations by passengers, common carriers, airports, and indirect air carriers, including initiating and assessing civil penalties and referring civil penalty cases to the Attorney General of the United States for prosecution, as needed;
- (4) Overseeing the agency-wide ethics and employee financial disclosure requirements; and
- (5) Working with senior officials to execute TSA's extensive regulatory program at all stages of regulatory development and implementation, and defending the agency in any administrative or Federal court proceedings, including contract, tort, regulatory and personnel litigation.

D. The Special Counselor is responsible for:

- (1) Serving as the principal advisor to the Administrator on all matters involving civil rights, civil liberties, equal opportunity and diversity precepts;
- (2) Coordinating advocacy groups to enable an exchange of information; and
- (3) Ensuring that employees and the traveling public are treated in a fair and lawful manner, consistent with Federal laws and regulations governing privacy, information sharing, redress, civil rights and civil liberties.

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E. The Assistant Administrator for Acquisition/Chief Procurement Executive is responsible for:

- (1) Serving as the principal advisor to the Administrator and other TSA and DHS officials on matters relating to the acquisition of and contracting for supplies and services, financial assistance, real property and other business agreements;
- (2) Serving as the DHS-appointed Head of the Contracting Activity (HCA) overseeing the direct management of the entire acquisition function within TSA;
- (3) Providing mission-focused acquisition and contract services to support the TSA mission;
- (4) Overseeing the training and certification of the TSA Acquisition Workforce (Contracting, Program Managers, Contracting Officer Technical Representatives (COTRs) and other acquisition career fields), in accordance with DHS policies and programs;
- (5) Serving as TSA's representative on the DHS HCA Council, establishing a Departmental acquisition strategic plan, and setting priorities for the acquisition function; and
- (6) Managing the TSA Acquisition Review Board.

F. The Assistant Administrator for Finance and Administration/Chief Financial Officer is responsible for:

- (1) Serving as the principal advisor to the Administrator and other TSA and DHS officials on matters relating to TSA financial resources;
- (2) Overseeing the financial integrity, formulation, execution, and analysis of TSA's annual budget;
- (3) Serving as the principal liaison to OMB and the Congressional Appropriations Committees on all matters related to TSA's budget;
- (4) Maintaining an integrated agency-wide financial accounting system;
- (5) Serving as TSA's representative on the DHS Management Council and aligning TSA programs and initiatives with Departmental goals and priorities;
- (6) Managing the agency-wide directives management, forms management and records management programs;
- (7) Managing all functions and responsibilities for TSA related to the imposition, collection and compliance of security fees;
- (8) Overseeing the agency-wide occupational safety and health program and the environmental management program, which includes energy and hazardous materials management, and waste prevention and recycling;

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- (9) Managing the agency-wide personal property program and the fleet and transportation program, which includes transit benefits;
- (10) Providing building management, facilities and real estate services support for all TSA work space locations; and
- (11) Serving as the Chairperson for the TSA Management Control Council and maintaining a management control system that meets the requirements of the Federal Managers' Financial Integrity Act (FMFIA), OMB and DHS regulations, including preparing TSA's annual Statement of Assurance for submission to the DHS Secretary.

G. The Assistant Administrator for Global Strategies is responsible for:

- (1) Serving as the principal advisor to the Administrator and other TSA and DHS officials on matters relating to international transportation security;
- (2) Serving as TSA's lead for coordination of all international operations and coordination of policy with foreign government partners, the Department of State, and transnational organizations;
- (3) Developing and implementing strategies to achieve international adoption of enhanced transportation security measures, furthering the agency's mission of protecting the Nation's transportation network;
- (4) Carrying out the Foreign Airport Assessment, Foreign Air Carrier, and TSA Representative Programs; and
- (5) Fostering international understanding of the methods and impact of transportation security to promote effectiveness and harmonization.

H. The Assistant Administrator for Human Capital/Chief Human Capital Officer is responsible for:

- (1) Serving as the principal advisor to the Administrator and other TSA and DHS officials on matters related to human capital and training;
- (2) Providing human-capital strategies and services to build, develop, and sustain a high-performing TSA workforce to protect the Nation's transportation systems;
- (3) Serving as TSA's representative on the DHS Chief Human Capital Officer's councils and working groups, and aligning TSA programs and initiatives with Departmental goals and priorities;
- (4) Developing the human capital policy agenda, establishing priorities, monitoring progress, coordinating and evaluating results related to all policy development for senior leadership approval;

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- (5) Developing and implementing survey systems and professionally validated assessment systems associated with increasing TSA's organizational effectiveness by improving person-job fit, and measuring and contributing to overall workforce job satisfaction and retention;
 - (6) Developing and implementing professionally validated candidate assessment instruments to be used for selection systems, including structured interviews and training demonstrations, and TSA's pay-for-performance system "PASS" (e.g., image assessments) and training (e.g., job knowledge tests);
 - (7) Ensuring sound and consistent position management principles are in place throughout the agency, which includes spans-of-control and supervisory-to-employee ratios;
 - (8) Managing the official Organization Charts for TSA;
 - (9) Serving as final authority for workforce reduction or restructuring, including but not limited to airport closures, program office redesigns, and directed reassignments;
 - (10) Providing effective programs for recruitment, staffing and retention, employee development, personnel actions processing, workforce and succession planning, benefits and work life quality, and onboarding and offboarding of employees;
 - (11) Fostering the national and local design and implementation of the Integrated Conflict Management System (ICMS) to help foster optimal communication, information sharing, cooperative problem solving, effective management of conflict and fairness, and inclusion and transparency in agency practices and processes;
 - (12) Managing and facilitating the National Advisory Councils (NACs) and such other vehicles of employee involvement as senior leadership may direct;
 - (13) Managing the Peer Review, Grievance, and other resolution mechanisms for employee issues and concerns; and
 - (14) Managing TSA's workers' medical review office and compensation programs.
- I. The Assistant Administrator for Information Technology/Chief Information Officer is responsible for:
- (1) Providing the vision and leadership for developing and implementing TSA's information technology (IT) strategic plan and initiatives;
 - (2) Developing, coordinating, implementing, and managing central policies and procedures for all of TSA's IT requirements;
 - (3) Managing and overseeing effective security architecture that protects TSA's information systems and networks from internal and external threats;

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- (4) Ensuring compliance with applicable laws, rules and regulations, including the Government Performance and Results Act of 1993, the Clinger-Cohen Act, OMB Circular A-130 (“Management of Federal Information Resources”), and the Federal Information Security Management Act (FISMA); and
- (5) Serving as TSA’s representative to the DHS Chief Information Officer Council to collaborate on Departmental IT strategies, initiatives, goals, and priorities.

J. The Assistant Administrator for Inspection is responsible for:

- (1) Responding to, and investigating where appropriate, reports of incidents involving criminal and administrative employee misconduct, reports of incidents involving TSA’s management and program activities, and serious or sensitive incidents that affect the mission of TSA;
- (2) Conducting covert security tests at all modes of transportation to assess TSA security systems and determine if vulnerabilities exist; and
- (3) Conducting independent inspections of operational and administrative procedures and policies, and reviewing TSA operations and programs for efficiency and effectiveness.

K. The Assistant Administrator for Intelligence is responsible for:

- (1) Serving as the senior intelligence officer for TSA and as the intelligence advisor to the Administrator;
- (2) Acquiring, analyzing, and assessing intelligence information regarding threats to all modes of transportation; and
- (3) Disseminating intelligence information and products, as appropriate, to officials in Government and industry with transportation security responsibilities.

L. The Assistant Administrator for Law Enforcement/Director of the Federal Air Marshal Service is responsible for:

- (1) Managing the Federal Air Marshals (FAMs) in support of TSA’s transportation security mission, including managing the operations, administration and training of personnel in the Federal Air Marshal Service;
- (2) Managing the Federal Flight Deck Officers Program, Armed Security Officers Program, Law Enforcement Officers Flying Armed Program, and Crew Member Self-Defense Training Program;
- (3) Maintaining and operating the Transportation Security Operations Center (TSOC), providing TSA with complete situational awareness and incident management on matters dealing with the Nation’s transportation infrastructure, and developing integrated operations and contingency plans, i.e., Continuity of Operations Program (COOP);

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- (4) Establishing and managing the Joint Coordination Center (JCC) and ensuring the TSOC provides assistance to Visible Intermodal Prevention and Response (VIPR) Program operations and the JCC;
- (5) Managing the National Explosives and Canine Detection Team Program, which is responsible for the procurement, training, cooperative agreements and assignment of TSA canine assets;
- (6) Providing security assessments, including but not limited to conducting joint vulnerability assessments, physical vulnerability assessments, and Man-portable Air Defense System (MANPAD) assessments, domestically and in foreign nations;
- (7) Developing, implementing and maintaining personnel, physical and facility security, implementing security programs and policies for TSA facilities, and determining the suitability and security eligibility determinations of TSA's workforce, to include contractors, including the management of Operations Security (OPSEC) and Information Security (INFOSEC) programs, and processing classified national security information; and
- (8) Serving as the law enforcement liaison and point of contact for all transportation law enforcement issues, including but not limited to all international, Federal, state, and local law enforcement organizations, as well as stakeholders, and serving as TSA representatives on Federal Bureau of Investigation Joint Terrorism Task Forces.

M. The Assistant Administrator for Legislative Affairs is responsible for:

- (1) Developing and implementing strategies within the agency to achieve congressional approval or authorization of the agency's programs and policies, furthering the agency's mission of protecting the Nation's transportation network;
- (2) Advising the Administrator on Congressional interests; and
- (3) Acting as the principal liaison between the agency and Congress, with the primary responsibility of providing timely and accurate information about the agency, its programs, and its policies.

N. The Assistant Administrator for Operational Security and Technology/Chief Technology Officer is responsible for:

- (1) Serving as the principal advisor to the Administrator and other TSA officials on matters relating to security technology as used in all modes of transportation;
- (2) Deploying and maintaining screening equipment and other transportation security technology to field operations throughout the United States; and
- (3) Ensuring TSA's operational processes, technology, and technical training are structured to support TSA's overall mission, vision, goals, and strategic objectives.

O. The Assistant Administrator for Security Operations is responsible for:

- (1) Managing the security operations and administrative procedures for all commercial airports, including the management of all Transportation Security Officer (TSO), inspector and other resources;
- (2) Conducting the day-to-day screening of passengers, baggage, and cargo transiting the U.S. transportation system to prevent the entry of individuals who pose a threat to security as well as dangerous, prohibited items;
- (3) Overseeing compliance by transportation industry entities with a broad range of statutory, regulatory, and program security requirements through inspection of operations and facilities;
- (4) Providing the capacity to detect, deter, and assess explosives threats to the transportation infrastructure, and providing key technical resources to all TSA elements for crisis response and consequence management, including conducting explosives threat analyses, providing support to FAMS teams and aircraft in flight, and testing and evaluating explosives-related issues;
- (5) Serving as the senior TSA manager and the primary point of coordination for transportation security in all modes (except maritime transportation);
- (6) Enforcing TSA's transportation security related regulations, orders, and requirements;
- (7) Authoring and coordinating procedures, documents, SDs, EAs, orders, programs, etc.;
- (8) Approving and amending Airport Security Program(s) and ensuring that the ASP complies with the applicable guidance and national policy regarding FSD's role and authority for day-to-day airport security incidents, coordination of air piracy security responses, law enforcement responses to security incidents in coordination with FAMS SAC, and transportation security planning;
- (9) Managing all aspects of the TSO workforce;
- (10) Coordinating security initiatives for all transportation modes, including planning and executing aviation and other modal surge activities and pilot security programs;
- (11) Conducting crisis action planning and management for national security special events; and
- (12) Ensuring that private screening officers maintain the standards for safety and security established for TSOs.

P. The Assistant Administrator for Strategic Communications and Public Affairs/Public Affairs Officer is responsible for:

- (1) Providing full and appropriate information to the media and general public concerning the policies and security measures TSA implements;
- (2) Advising the Administrator on media strategy development; and
- (3) Fostering broad public understanding of the methods and impact of transportation security to promote security effectiveness and customer service.

Q. The Assistant Administrator for Transportation Sector Network Management is responsible for:

- (1) Ensuring the safe movement of passengers and promoting the free flow of commerce by building a resilient, robust, and sustainable engagement network with our public and private sector partners;
- (2) Engaging stakeholders to develop effective, operational security across aviation and surface modes of transportation to identify high risk areas by mode, develop security standards, assess operator vulnerabilities, develop plans to close vulnerabilities, and use metrics to drive risk reduction in a measurable way;
- (3) Developing operationally effective risk-reducing policies and actions;
- (4) Directing Transportation Security Grant Policy (transit, rail, highway, motor coach, *Amtrak*);
- (5) Coordinating security plans; and
- (6) Conducting regulatory economic evaluations.

R. The Assistant Administrator for Transportation Threat Assessment and Credentialing is responsible for:

- (1) Designing, developing, implementing, and operating risk-based approaches, systems, and programs for vetting and credentialing operations at TSA and DHS;
- (2) Determining, by analysis of information provided by national intelligence, law enforcement, immigration and other agencies, that individuals engaged in or with access to various aspects of U.S. transportation systems or DHS-determined infrastructure do not pose a threat to national security or transportation security;
- (3) Interacting with and maintaining such credentialing and endorsement operations as will provide secure identification of those individuals who have been determined not to be a threat to national security or transportation security; and
- (4) Notifying and coordinating with TSA intelligence and law enforcement offices and officials, as well as immigration and other key liaison contact agencies and officials, as appropriate, to mitigate the threat posed by identified individuals.

6. POLICY

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- A. Senior Management Officials are hereby delegated the authority to carry out the roles and responsibilities assigned by this directive. This directive does not revoke or supersede any other delegation of authority (DOA) or responsibility.
- B. Senior Management Officials will promulgate directives establishing roles and responsibilities applicable to the offices they supervise consistent with the delegated authorities outlined in this directive and other applicable DOAs.
- C. The Administrator will assign additional roles and responsibilities or modify existing roles and responsibilities as required.
- D. All roles and responsibilities assigned and delegations made are subject to applicable Federal law and regulation. Where conflicts arise, Federal law and regulation will be observed.
- E. Conflicts among delegated roles will be raised to the Deputy Administrator for resolution.

7. PROCEDURES

- A. Significant changes in roles or responsibilities—whether through organizational restructuring, task realignment or other cause—shall be promptly brought to the attention of the Chief Administrative Officer (CAO) by those affected.
- B. The CAO will promptly effect any changes to this directive after coordination with the Senior Management Officials affected, in accordance with [TSA MD 200.1, Directives Management](#).

8. EFFECTIVE DATE AND IMPLEMENTATION: This directive is effective immediately upon signature.

APPROVAL

Signed

8/3/2009

Gale Rossides
Acting Assistant Secretary

Date

Distribution: Assistant Administrators, Chief Counsel, Chief of Staff, Special Counselor and Business Management Office Directors

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