



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

NOTE: Pursuant to Section 101 of the Aviation and Transportation Security Act (49 U.S.C. 114(n)), this directive and all related Handbooks, Attachments, and Appendices establish Transportation Security Administration (TSA) policy regarding the TSA Integrated Conflict Management System (ICMS). This directive is TSA policy and must be applied accordingly.

1. **PURPOSE:** This directive provides TSA policy and procedures to support the ongoing development, maintenance, and integration of TSA's Integrated Conflict Management System (ICMS) into agency practices and culture by setting general foundational principles and responsibilities for ICMS components, some of which are established at field sites or within separate organizational units, or are under the direction of offices other than the Office of Human Capital, and have their own additional programmatic requirements.
2. **SCOPE:** This directive applies to all TSA organizational elements and all TSA employees.
3. **AUTHORITIES:**
 - A. The Aviation and Transportation Security Act (ATSA), Pub.L. 107-71.
 - B. Administrative Dispute Resolution Act of 1996 , Pub.L. 104-320; 5 U.S.C. §§571-584.
4. **DEFINITIONS:**
 - A. Access Points: Persons to whom employees can go to access the ICMS. This includes supervisors and managers at all levels.
 - B. Alternative Dispute Resolution (ADR): A range of informal methods used to resolve an issue or dispute in place of formal adjudication. Such methods include, but are not limited to: mediation; the TSA Ombudsman; and Conflict Management Coaching. ADR methods emphasize flexibility, creativity, cooperation, and interest-based problem solving. ADR generally involves a neutral party who aids in resolving an issue or conflict.
 - C. Chain of Supervision: The management organizational structure in the agency or specific work unit.
 - D. Confidentiality: The right or obligation of a person to withhold specified information from others, usually established to keep sensitive information private, and assure participants' trust and confidence in the integrity of a process. In certain ICMS functions and processes, such as conflict management coaching, mediation, use of Ombudsmen, other ADR methods, and ADR intake processes, neutrals and parties are prohibited from disclosing information obtained through the process, subject to a few narrow exceptions.
 - E. Conflict Competent Organization: An organization whose employees, especially leadership and managers, recognize conflict as normal; encourage issues and concerns to be raised and proactively manage differences in ways that enhance working relationships and organizational effectiveness; facilitate appropriate and early resolution of conflicts that have escalated into disputes; and minimize

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the distraction, discord and drain on resources that can result from conflict while recognizing it as a potential source of creativity and growth.

- F. Conflict Management Coach: A neutral individual who helps a person seeking assistance (the coachee) to improve his or her conflict management skills, to resolve disputes for himself/herself more effectively, and prevent unnecessary conflict in his/her work life.
- G. Conflict Management Competency: The ability to manage differences effectively, address conflict proactively, and resolve disputes. Some individual employees must demonstrate this competency in their job performance or in order to qualify for positions, promotions, awards, and recognition.
- H. Cooperative Problem Solving: Process, also known as interest-based problem solving, that involves gathering information from, and identifying the underlying interests of, those affected by a decision and exploring possible options for addressing those interests before a decision is made.
- I. Employee Engagement: A heightened connection that an employee feels to his or her organization and heightened commitment to productive activity on behalf of its mission. Employee engagement is fostered by practices and processes that afford employees an impact on decisions and planning.
- J. External Neutral: A neutral, such as a mediator, who is not a TSA employee.
- K. Facilitator: An employee or other individual who helps manage the process of effective information exchange and group discussion and, potentially, cooperative problem solving.
- L. FIT Test: FIT stands for “Fair, Inclusive, Transparent.” This test ensures that decisions and policies affecting employees are made fairly and, to the fullest extent possible, inclusively and transparently, as follows:
 - (1) Fair – Decisions are impartial, consistent, and reflect an understanding of their effect.
 - (2) Inclusive – Persons to be significantly affected by a decision or policy are identified, their interests ascertained, and their involvement sought in finding the best solution.
 - (3) Transparent – How a decision is made and how it is communicated to affected employees.
- M. Intake Process: The process in which an employee contacts personnel with administrative responsibilities for an ADR method to obtain advice or information about whether to employ an ADR method, the method’s process, identification or selection of a neutral, or other issues relating to the employee’s use of an ADR method.
- N. Integrated Conflict Management System (ICMS): TSA-wide system, including conflict management and cooperative problem solving organizational competency development, that provides skills, structure, and support to foster good decision making and problem solving, helps prevent conflicts from becoming disputes, and helps better manage conflicts so they are handled at the appropriate level. This system includes local or organizational unit-specific components and components managed by a number of national offices that together create and support an environment in which issues, ideas, and concerns can be raised with confidence that they will be respectfully heard and responsibly addressed.

- O. ICMS Core Principles: The principles that guide the operation of ICMS as described in Section 6B.
- P. ICMS Coordinator: An individual appointed by the Federal Security Director or Special Agent in Charge to oversee, manage and implement ICMS at his or her organization.
- Q. Interests: A party's underlying wants, needs, concerns, motivations, and perspectives.
- R. Interest-based Processes: Problem solving processes including cooperative problem solving, conflict management coaching, mediation, and facilitation, that are based on acknowledging and considering the underlying interests of all those affected. Such processes may be undertaken by an individual alone or with skilled assistance. Interest-based processes entail respectful, constructive dialogue to uncover information and underlying interests and to identify solutions meeting those interests, without taking adversarial positions.
- S. Internal Neutral: A neutral, such as a mediator, facilitator, or conflict management coach, who is a TSA employee and who works as a neutral within TSA.
- T. Maturity Model: The maturity model is a five-level developmental model with a progressive set of outcomes and activities that describe the relative maturity of TSA's implementation of ICMS. It serves as a guide to aid understanding of ICMS practices and processes and the evolutionary nature of its development. Additionally, the model helps sites and offices assess their progress toward expected outcomes.
- U. Mediator: A third-party neutral trained to assist parties to negotiate a mutually acceptable resolution of an issue in controversy. Mediators are not authorized to render a decision or provide legal advice.
- V. Neutral: A neutral is a qualified individual acceptable to a party or parties who functions specifically to aid a party or parties in resolving an issue in controversy, and who has no conflict of interest regarding any party or issue in controversy. If a neutral has a conflict of interest and discloses it to the parties, the neutral may still serve in that role if the parties agree.
- W. Rights-Based Processes: Processes through which parties obtain a decision from a third party regarding their issue, by relinquishing control over the outcome. Rights-based processes available to TSA employees may include: the formal Equal Employment Opportunity (EEO) complaint process; the grievance process; Disciplinary Review Board; Merit Systems Protection Board; U.S. Office of Special Counsel; and Peer Review Panels.
- X. Senior Leadership Team: High-level TSA executives, including Assistant Administrators and Deputy Assistant Administrators, who meet on a regular basis to align TSA programs and activities, manage agency resources, and demonstrate collaborative, risk-based decision making.

5. RESPONSIBILITIES:

- A. All TSA employees are responsible for:
 - (1) Maintaining open, respectful communication on work issues and concerns with supervisors and other employees.

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- (2) Promoting an environment and acting in a manner characterized by mutual respect, fairness, open and respectful communication, and cooperative problem solving.
- (3) Acquiring and using conflict management and cooperative problem solving skills to raise and seek resolution of issues.

B. The Senior Leadership Team is responsible for:

- (1) Creating a culture and work environment in which employees at every level are valued and encouraged to raise issues or concerns without retaliation.
- (2) Supporting the integration of the ICMS within TSA.

C. The Assistant Administrator for the Office of Human Capital is responsible for:

- (1) Promoting the implementation of ICMS within TSA.
- (2) Integrating conflict management competencies and ICMS Core Principles as outlined herein into Human Capital policies, goals, programs, processes, training, and other Human Capital initiatives.

D. The Office of the Special Counselor is responsible for continued alignment of conflict management services with ICMS Core Principles for those services provided by OSC, including those managed by the Office of Civil Rights and Liberties and the Office of the Ombudsman.

E. Assistant Administrators in organizational units implementing the ICMS are responsible for:

- (1) Creating a culture and work environment in which employees at every level are valued and encouraged to raise issues or concerns without retaliation.
- (2) Demonstrating commitment to the behaviors, practices and processes that reflect the key objectives of the ICMS, including optimal communication, cooperative problem solving, conflict management, and FIT decisions.
- (3) Communicating and demonstrating commitment to the ICMS Core Principles defined in this directive.

F. Federal Security Directors (FSDs) and Special Agents in Charge (SACs) are responsible for:

- (1) Creating a culture and work environment in which employees at every level are valued and encouraged to raise issues or concerns without retaliation.
- (2) Providing ongoing support and visible commitment to the ICMS at their airport, office, or other component and reinforcing and rewarding management practices that meet the FIT test.
- (3) Applying and promoting ICMS Core Principles, setting appropriate expectations, and creating an environment that respects and models at all levels the ICMS Core Principles.

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- (4) Putting local ICMS options in place by chartering local employee councils and workgroups and enabling selection of their members through FIT processes, and by integrating ICMS Core Principles into all operational plans, processes, and practices.
 - (5) Assessing and reporting to headquarters on the extent to which ICMS is implemented and goals are met.
 - (6) Selecting an ICMS Coordinator who demonstrates the skills and traits essential to successful ICMS development via a process that meets the FIT test.
 - (7) Providing the necessary support and resources to:
 - (a) Enable their Coordinator(s) to succeed;
 - (b) Enable their organization to achieve ICMS Maturity Model outcomes as directed by senior leadership; and
 - (c) Ensure that their organization complies with applicable standards for achieving the outcomes reflected in the ICMS Standards Manual, as provided and updated by the Model Workplace Program Office (MWPO), and additional guidance that may be issued by the MWPO.
 - (8) Meeting regularly with the ICMS Coordinator(s) to discuss progress, issues raised, and continuous improvement, as well as to set goals and timelines for ICMS implementation.
- G. Other TSA managers and supervisors within organizational units implementing the ICMS are responsible for:
- (1) Creating a culture and work environment in which employees at every level are valued and encouraged to raise issues or concerns without retaliation.
 - (2) Building their own conflict management skills and knowledge about the ICMS and cultivating these in others.
 - (3) Supporting ICMS development and ensuring that practices meet the FIT test.
 - (4) Creating and reinforcing a culture and work environment that:
 - (a) Encourages employees at every level to raise issues or concerns;
 - (b) Maintains open, respectful communication on employee concerns;
 - (c) Fosters and supports optimal information-sharing; and
 - (d) Uses cooperative problem solving to seek resolution of issues, including conduct and performance issues, at the earliest opportunity.

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- H. The Model Workplace Program Office (MWPO) within the Office of Human Capital is responsible for:
- (1) Fostering the national and local design and implementation of the ICMS throughout TSA by:
 - (a) Developing standards and tools to reinforce ICMS understanding and skills as daily practice by:
 - (i) Promoting ICMS information sharing, coordination, communities of practice and knowledge management; and
 - (ii) Facilitating the collaborative establishment of policy, implementation guidance, standards, and direction for the ICMS.
 - (b) Developing and supporting competency throughout TSA for cooperative problem solving, conflict management, and effective communication by:
 - (i) Developing and deploying training; and
 - (ii) Developing and/or providing conflict management coaches, facilitators, and such additional individual neutrals as may be deemed necessary for building internal competency and putting ICMS Core Principles into practice.
 - (2) Facilitating collaborative design and implementation of national and local options for employee involvement so that employees at every level are valued and encouraged to raise issues or concerns.
 - (3) Conducting evaluation and assessment at the national level, by analyzing results and preparing appropriate response or action plans, and by providing organizations with tools to gauge progress and guidance for action planning and implementation.
 - (4) Providing strategic consultation to the Assistant Secretary, the senior leadership team, TSA employees and managers, employee councils, and work groups on ICMS implementation and integration into policies, practices, and processes.
 - (5) Managing and facilitating the National Advisory Councils and such other vehicles of employee involvement as Senior Leadership may direct.
 - (6) Performing such other duties as may be assigned to enhance organizational effectiveness by promoting and fostering a culture characterized by optimal communication and information sharing, cooperative problem solving, employee engagement, and fairness, inclusion and transparency in agency practices and processes.
- I. ICMS Coordinators are responsible for:
- (1) Planning, overseeing, and managing the development and implementation of the ICMS; promoting an environment characterized by mutual respect, fairness, communication, employee engagement and cooperative problem solving; serving as a resource regarding ICMS access

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points and as the site point of contact for the ICMS/Model Workplace Program Office (MWPO); supporting site or office communication with National Advisory Councils and the IdeaFactory team; and establishing the ICMS Team at their airport, office, or other component.

- (2) Consulting and working with local leadership and teams to institute programs and initiatives to integrate ICMS Core Principles into day-to-day practice and develop ICMS champions; aligning local practices with ICMS principles; developing conflict management skills and capabilities at various levels in the workforce; establishing local options for raising and addressing issues and concerns consistent with ICMS Core Principles; working with councils, work groups, and other internal resources to assist with effective communication, cooperative problem solving, effective conflict management, and consistency; and aiding cross-functional work groups to improve the work environment and support high performing teams.
- (3) Obtaining basic orientation and advanced training and ongoing competency development as provided by the MWPO regarding cooperative problem solving and implementation of ICMS skills, structure and support.
- (4) Identifying, analyzing, and reporting to local leadership on local workplace trends and systemic workplace issues, patterns, underlying local conflict, and barriers to implementing ICMS.

J. Neutrals for the ICMS are responsible for:

- (1) Meeting applicable certification standards and continuing requirements to maintain certification
- (2) Adhering to professional standards and codes of ethics of their respective professions as applicable.
- (3) Protecting the confidentiality of dispute resolution communications that occur during an ICMS process used for intake or to resolve an issue in controversy, consistent with the Administrative Dispute Resolution Act and any other specifically applicable statutes and policies.

K. Employee Councils and other work groups are responsible for:

- (1) Providing advice to their respective management or leadership officials by identifying and communicating work issues and recommending possible ideas and actions to address those issues.
- (2) Continually observing and managing issues raised and the recommendations or resolutions that resulted from their consideration.
- (3) Using interest-based approaches when considering issues raised.
- (4) Consistent with relevant privacy and confidentiality concerns, using transparent processes and fully and regularly communicating issues raised, and the resulting recommendations and resolutions to the workforce.
- (5) Fulfilling such additional responsibilities as may be set forth in their respective charters or enabling documents.

6. POLICY:

A. It is TSA policy to employ ICMS Core Principles as a means to foster an agency culture that places high value on mutual trust, commitment, respect, inclusion, and cooperative problem solving. TSA recognizes the critical link between the internal culture of an organization and its success in achieving its mission. By focusing on how people treat each other, make decisions, and solve problems, TSA expects improvement, over time, in communication, cooperation, and conflict management resulting in continuous improvement in performance. TSA is using the ICMS to develop an organization that:

- (1) Enables every employee to manage conflict, rather than attempt to eliminate or suppress it, and ensures that TSA has access to all perspectives and ideas.
- (2) Reduces the possibility of conflicts escalating into disputes that undermine mission readiness by causing distraction, discord, or unnecessary cost.
- (3) Creates a conflict competent organization through cooperative problem solving and high levels of employee engagement that enhances individual, group, and organizational performance; improves TSA's quality of work and work life; and enables TSA to continue to attract, retain, and support dedicated, talented, and resourceful employees.

B. ICMS's Core Principles are:

- (1) **Prohibition of Retaliation:** Consistent with operational requirements and agency policies, every employee can develop, use, and participate in ICMS. While TSA encourages employees to engage in problem-solving within their chain of supervision, TSA prohibits any form of reprisal or retaliation for raising a concern or complaint through an ICMS process, engaging in ICMS activities (e.g., serving as an ICMS Coordinator, a member of a council, work group or panel, or as a witness, a neutral, or a representative for a co-worker who uses the ICMS), or going outside the chain of supervision to raise issues through ICMS practices or processes. Consistent with this policy, any site, office or component-specific ICMS guidance should specifically articulate safeguards against retaliation. Retaliation or threats of retaliation against employees for participating in ICMS constitute grounds for corrective or disciplinary action.
- (2) **Voluntary Participation:** Employee use of ICMS processes must always be voluntary. In order to support system implementation, individual supervisor and manager participation in a specific ICMS process may be required where the agency has made the determination in advance to participate.
- (3) **Protection of Confidentiality and Privacy:** Confidentiality and the privacy of all users of ICMS options and processes will be protected to the fullest degree required by law or agency policy.
 - (a) TSA employees using or administering methods for which confidentiality is required by law, agency policy, or agreement among the parties (e.g., ADR intake personnel, Ombudsmen, Conflict Management Coaches, and mediators) should be informed clearly of prohibitions against disclosure and any applicable exceptions.
 - (b) Internal and external neutrals for ICMS processes for which confidentiality is required by

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law, agency policy, or agreement among the parties shall not voluntarily disclose any dispute resolution communication, and will not be asked by TSA management to disclose any dispute resolution communication, unless all parties and the neutral agree to disclosure or the communication falls within an exception provided in the Administrative Dispute Resolution Act.

- (c) All employees participating in ICMS processes involving sensitive personally identifiable information (PII) and/or sensitive security information (SSI) must abide by applicable laws, policies, and agreements concerning confidentiality and non-disclosure of this information.
 - (d) Since ICMS activities often involve matters of a sensitive and private nature, all employees who are engaged in ICMS activities should strictly limit disclosure of any information about an individual to agency personnel who have a business need to know in the performance of their duties. Limited disclosure may be necessary to obtain approval or implementation of a settlement agreement or, with appropriate safeguards, for research and evaluation.
- (4) **Impartiality of Neutrals:** Neutrals must avoid situations involving either bias by the neutral or a perceived or actual conflict between their interests and the interests of a party or coachee. Those who function as Ombudsmen, mediators, and Conflict Management Coaches must not have any stake (personal, economic, etc.) in the outcome of specific disputes that they handle, nor should they generally be involved in the investigation, administrative processing, or litigation of those disputes.
- (a) Persons acting in a neutral capacity must disclose any prior relationships or other interests that might reasonably cause their impartiality to be questioned.
 - (b) Any person who is serving as a neutral should decline to serve if they believe that for any reason they will not be able to be impartial in a particular process.
- (5) **Qualifications and Training:** Internal and external neutrals will be held to the highest professional standards to assure participants in dispute resolution and other conflict management processes that they can have confidence in the integrity of the process and its outcome. All individuals serving in a neutral capacity (e.g., mediators, Ombudsmen, and Conflict Management Coaches) must adhere to applicable professional standards and codes of ethics.
- (6) **Diversity and Accessibility:** All components of the ICMS should be structured and implemented in ways that promote inclusiveness, accessibility, and diversity. Persons with disabilities should be provided reasonable accommodations for accessing options within the system, in accordance with [TSA MD 1100.73-4, Reasonable Accommodation Program](#).
- (7) **Non-Preclusion of Statutory and Workplace Rights:** The design and operation of the ICMS must be consistent with and support statutory or other workplace rights of TSA employees. An employee who chooses to enter into an interest-based process maintains all rights to access available rights-based processes, such as the EEO process, within the timeframes applicable to those rights-based processes, unless the employee knowingly waives such rights.

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- (8) FIT Test: TSA expects that decisions will meet the FIT test; i.e., decision making processes and practices will be fair and, to the fullest extent possible, inclusive and transparent.
 - (9) Collaborative Decision Making: TSA places a high value on information sharing and collaboration, within and between organizational elements, and employee involvement. Therefore, when possible, TSA expects decisions to be based on input from, and consideration of, the interests of those employees or units affected.
 - (10) Notice: Communications or allegations made to a neutral in connection with a TSA ADR proceeding shall not constitute official or legal notice, and shall not be imputed as notice, to TSA, any organizational element of TSA, or any other entity for purposes of any rights-based process.
- C. The following ICMS components, as and when implemented, enable TSA as a whole, TSA organizational elements, and individual employees to manage and benefit from conflict:
- (1) Skills: Internal capacity for collaborative decision making, cooperative problem solving and conflict management, including building competency through:
 - (a) Skills training, skills reinforcement, and learning through practice that fosters respectful, effective communication, and cooperative problem solving;
 - (b) Integration of ICMS responsibilities into performance management;
 - (c) Development of a nationwide cadre of ICMS Coordinators who serve as change agents and build and coordinate ICMS components and understanding; and
 - (d) Assistance with developing communities of practice in conflict management and cooperative problem solving including, as needed, conflict management practitioners.
 - (2) Structure: Multiple options for employees to raise the full range of issues, concerns, and disputes without fear of retaliation. TSA's ICMS structure includes:
 - (a) Options for conflict management that are rights-based processes, such as a formal grievance process, Disciplinary Review Board, Peer Review Panels and the EEO complaint process, and multiple interest-based approaches, such as conflict management coaching, Ombudsman, mediation, and interest-based facilitation.
 - (b) Daily practices that encourage informal discussion and cooperative problem solving among co-workers and within the chain of supervision, and processes that involve stakeholders in gathering information, uncovering interests, and exploring possible solutions to group and organizational issues.
 - (3) Support: TSA provides support to the ICMS by:
 - (a) Enabling all employees to use cooperative problem solving skills, processes, and practices as issues and concerns arise;

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- (b) Providing leadership in the championing and modeling of cooperative problem solving in daily practice, using performance measures that reinforce expectations, and rewarding good conflict management;
- (c) Integrating the ICMS and its Core Principles into TSA's policies, plans, practices and performance management;
- (d) Communicating, enforcing, and demonstrating the ICMS Core Principles and ensuring full knowledge and understanding of ICMS options and expectations;
- (e) Assuring program coordination, integrity, and safeguards; and
- (f) Fostering continuous ICMS improvement through knowledge management practices and ongoing evaluation based on criteria and outcomes defined in the ICMS Maturity Model.

D. Key Elements of Mediation: In addition to the ICMS Core Principles, the following are key elements of mediation at TSA:

- (1) Representation: Employee participants may select a representative of their choice during the mediation process, except when precluded by TSA MD 1100.63-3, *Employee Representation*. Management may also be represented.
- (2) Settlements or Other Agreements: Any written agreement resolving the issues and signed by both parties must be in accordance with TSA policy and procedures.
- (3) Opportunity to Withdraw: Any party may withdraw from the mediation process at any time.

E. Key Elements of Conflict Management Coaching: The ICMS Core Principles apply to conflict management coaching except as modified or added to by the following key elements:

- (1) Self-Determination: Self-determination is the cornerstone of conflict management coaching. Coaches help employees achieve self-determination by teaching skills that enable employees to resolve specific and more general workplace issues. Coaches do not intervene as an advocate or spokesperson on behalf of an employee or TSA.
- (2) Confidentiality: Conflict management coaches are required to respect the confidentiality of the names of the individuals being coached (coachees) and the information they share, unless:
 - (a) Disclosure is required by law;
 - (b) There is a real or perceived threat of injury by the coachee to others or himself/herself;
 - (c) It is necessary for the coach to respond to a coachee's complaint(s) regarding a coach's conduct in a coaching process;
 - (d) Information received indicates a likelihood of criminal activity, a threat of harm to a person or persons, a breach of transportation security, or other serious matter such as an

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offense listed in the attachment to [TSA MD 1100.75-3, Addressing Performance and Conduct Problems](#); or

- (e) Disclosure is required for statistical or educational purposes, for which no names or identifiable information will be used.

(3) Professional Conduct:

- (a) Conflict management coaches will not overstate their qualifications, expertise or experience in conflict management coaching, within TSA or elsewhere.¹
- (b) Coaches will ensure that a coachee requesting coaching understands what conflict coaching is and the respective roles and responsibilities of participants in the process.
- (c) Coaches will not give advice or opinions to coachees, or persons seeking to become coachees, concerning the issues that are the subject of the coaching session.
- (d) If a coach is unable to remain objective, non-judgmental, and supportive of a coachee or if at any time the coach does not believe he or she is competent to provide coaching, the coach will refer the coachee to another TSA conflict management coach or another appropriate resource person.
- (e) Coaches will participate in training and other developmental initiatives required by the MWPO to develop and sustain competence as a provider of conflict management coaching.
- (f) Coaches will terminate a coaching session immediately if a coachee raises a zero-tolerance issue; namely, security breaches, theft, and drug or duty-related alcohol use.

7. PROCEDURES: The outcomes for ICMS development are set forth in the ICMS Maturity Model. Procedures for achieving them include those set forth in the ICMS Standards Manual, as promulgated and updated by the MWPO, and in such additional guidance as may be issued by the MWPO.

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

APPROVAL



1-14-09

Richard A. Whitford, Assistant Administrator
for Human Capital

Date

Filing Instructions: File 200.1.1

¹At the completion of competency development, an individual is “qualified” as a Conflict Management Coach but not “certified” within the meaning given that term by the International Coaching Federation.

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Effective Date: Date of Signature
Review Date: Two years from Effective Date
Distribution: Assistant Secretary, Deputy Assistant Secretary, Assistant Administrators, Area Directors, Senior Field Executives, Federal Security Directors, Special Agents in Charge, airport/field Administrative Officers, and TSA Affiliated HR offices
Point of Contact: Office of Human Capital, Model Workplace Program Office, TSA-OHC-Policy@dhs.gov

COPY

TSA's ICMS Maturity Model

