



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 establishes Transportation Security Administration (TSA) policy and supersedes the Federal Aviation Administration (FAA) orders, policies, guidance, and bulletins regarding Onboarding issued under the FAA Personnel Management System. This directive is TSA policy and must be applied accordingly.

1. **PURPOSE:** This directive provides TSA policy and procedures for integrating new employees into the organization and providing them with the tools, resources, knowledge, and support necessary to become successful and productive employees.
2. **SCOPE:** This directive applies to TSA Headquarters employees, with the exception of members of the Transportation Security Executive Service. This directive does not apply to contractors.
3. **AUTHORITY:** The Aviation and Transportation Security Act, Public Law (ATSA) 107-71
4. **DEFINITIONS:**
 - A. **Business Management Office (BMO):** An office established within each of the major organizational elements to centralize and facilitate administrative functions for that organization, and to plan and direct the development, implementation, and administration of business management core functions for the major organizational elements within TSA.
 - B. **New employee:** An individual selected and appointed to fill a vacant position within the organization. This includes individuals transferring from other TSA organizations or DHS components, other federal agencies, and employees new to the federal service.
 - C. **Onboarding:** The process of integrating new employees into the organization and preparing them to for their jobs in an effort to make them fully engaged and productive members of the organization. This process may last several weeks to several months and includes activities during the recruitment, prehire, and orientation process.
 - D. **Orientation Program Managers:** For the purposes of this directive, the individuals responsible for providing information at orientation sessions to new employees concerning a variety of agency-related policies and practices.
 - E. **Sponsor:** A co-worker designated by the supervisor who agrees to assist the new employee in assimilating to his/her new position.
 - F. **Supervisor:** A TSA employee with at least one subordinate employee, who has the authority to hire, direct, assign, promote, reward, transfer, furlough, layoff, recall, suspend, discipline, or remove employees.
5. **RESPONSIBILITIES:**
 - A. OHC is responsible for:

- (1) Overseeing the recruitment and hiring of employees who are new to TSA;
- (2) Maintaining the Onboarding Process and updating it as necessary;
- (3) Developing, scheduling, and conducting the official New Employee Orientation Program;
- (4) Operating the HR Access contact center to answer employees' questions.
- (5) Ensuring that new employee paperwork has been received and processed, to include the accurate transfer of employees' leave and earnings and benefits information from previous federal agencies for employees who are transferring to TSA;
- (6) Making tentative and final job offers and establishing Entry on Duty (EOD) dates for new employees, through the contract HR service provider, (this will include sending a formal offer letter to the new employee with the EOD date and orientation information);
- (7) Coordinating the employment suitability/security process (fingerprinting, security forms, proof of citizenship, etc.) with the Office of Law Enforcement/Federal Air Marshal Service, Office of Security, Personnel Security Division (PerSec); and
- (8) Communicating regularly with the organizational elements to which new employees will report.

B. Supervisors are responsible for:

- (1) Designating an appropriate sponsor to assist each new employee;
- (2) Placing a welcome call to the prospective new employee, or designating someone to do so, to discuss a possible starting date and providing the name of his/her sponsor;
- (3) Working with the BMO to coordinate the new employee's EOD date, and ensuring that arrangements have been made for all appropriate equipment, supplies, information, and required program and building access;
- (4) Discussing the duties and responsibilities of the new employee's position and providing a Job Analysis Tool (JAT) for the position to the new employee;
- (5) Providing a written performance plan identifying the specific performance expectations for which the new employee will be held accountable, and discussing these expectations with the new employee, within 30 days of his/her appointment;
- (6) Scheduling the new employee's work hours and work schedule; and
- (7) Informing the new employee about office requirements and procedures, including those related to leave and time and attendance.

C. BMO Directors or designees are responsible for:

- (1) Notifying supervisors when their prospective employees have been cleared by PerSec and informing them of the EOD date;
- (2) Initiating processes to obtain workspace, phones, computers, and accounts, prior to new employees reporting for work. This includes providing appropriate TSA-issued property to employees working remotely;
- (3) Providing information to the new employee about the BMO function, key points of contact, timekeeping, travel, and other office-specific information; and
- (4) Answering questions as needed.

D. Sponsors are responsible for:

- (1) Assisting the new employee in settling into the office; and
- (2) Answering general questions about the office and TSA procedures.

E. New employees are responsible for:

- (1) Completing all new employee requirements (e.g., attending the New Employee Orientation session and completing all other mandatory orientation training; submitting the security clearance requirement form to his/her supervisor (completed forms are then submitted to PerSec by the employee or the supervisory); submitting all benefit forms and emergency information forms);
- (2) Actively participating in developmental activities including formal and informal training;
- (3) Adhering to office requirements and procedures, including those related to leave, time and attendance; and
- (4) Meeting the requirements of his/her performance standards.

F. Orientation Program Managers are responsible for developing and presenting material at the formal New Employee Orientation sessions.

6. POLICY: It is the policy of TSA to standardize and maximize core administrative processes across the agency, and to maintain an efficient onboarding process that aids new employees in understanding the mission and culture of TSA and their role in the organization.

7. PROCEDURES:

- A. OHC, through its contract HR service provider, will prepare and send a tentative offer letter containing details of the job offer and information regarding the steps the individual must take in order to receive an official offer. OHC, through its contract HR service provider, will send a copy of the tentative offer letter to the BMO Director or designee.

- B. Once PerSec has completed the suitability review for employment, they will notify the appropriate BMO, who will coordinate the EOD date with the supervisor and OHC. OHC, through its contract HR service provider, will send the official offer letter with the EOD date, details of the offer, and information regarding the location and time of orientation. A copy of this letter will be sent to the BMO Director or designee.
- C. Upon notification by the BMO, the supervisor will be asked to identify a sponsor within his/her office. The supervisor will also provide the BMO with a list of all of the hardware, systems, supplies, and access the new employee will require.
- D. The supervisor, or designee, will then place a welcome call to the prospective employee to ensure that he/she has both the supervisor's and the sponsor's contact information.
- E. The supervisor, or the supervisor's administrative staff, will work with the BMO or other appropriate sources to make certain the prospective employee's work area is prepared prior to the EOD date.
- F. The BMO will provide the new employee with information consisting of resources such as office contact information, fire drill procedures, requirements for travel and the use of government issued credit cards, procedures for requesting leave, and a collection of briefing notes, welcome messages, or slides designed to ensure that the new employee is aware of his/her rights as well as agency programs that impact TSA employees.
- G. The supervisor and sponsor, in conjunction with the BMO, will work together to ensure the new employee has access to all relevant guidance or policy needed to perform the duties of the assigned position.
- H. On the EOD date, the prospective employee will report, with all required documentation, to the assigned location for orientation. The orientation session consists of in-processing where new employees will complete all required forms, and receive brief discussions by program managers on issues such as TSA's mission, vision, and core values; parking/transit subsidies; the travel card program; civil rights; ethics; security (IT, document, etc.); the Whistleblower Protection Act; the Privacy Act; emergency procedures; the Idea Factory; and the TSA Online Learning Center. These subjects may change periodically.
- I. The sponsor will meet the new employee at the conclusion of the orientation session. The sponsor will then escort the new employee to the office, present him/her to the supervisor, introduce fellow employees, help him/her locate supplies and building amenities such as restrooms, vending machines, the TSA Fitness Center, and the clinic; provide information on parking and transit, coffee and water clubs, and local restaurants; and assist with the setup of email and telephone systems.
- J. Supervisors will issue a written performance plan within 30 days of the new employee's EOD date, and are encouraged to provide new employees with input regarding their performance. See [TSA MD 1100.43-2, Performance Management Program](#) and the accompanying Handbook, for more information on progress reviews and performance ratings.

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

APPROVAL

Signed

6/29/2009

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Date

Distribution: Assistant Secretary, Deputy Assistant Secretary, Assistant Administrators, Office Directors, Area Directors, Federal Security Directors, and all TSA Affiliated HR Offices

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