



REVISION: The revised directive revises and supersedes TSA MD 1900.1, dated September 17, 2003.

SUMMARY OF CHANGES: The following changes have been incorporated: (1) the name of the office has changed from the Office of Training and Quality Performance (TQP) to the Office of Workforce Performance and Training (WPT); (2) changes to the mission of WPT; and (3) clarification of WPT's roles and responsibilities within the Transportation Security Administration (TSA) relative to training programs and/or courses.

1. **PURPOSE:** This document establishes the specific training development, delivery, and management responsibilities of the Office of Workforce Performance and Training (WPT) and all other TSA elements.
2. **SCOPE:** This directive applies to all TSA components.
3. **AUTHORITIES:**
 - A. Delegation Order of the Administrator - Delegation of Training Management Authority, dated July 7, 2003.
 - B. Department of Homeland Security (DHS) Delegation Numbers 7060 and 0160.
 - C. Aviation and Transportation Security Act (Public Law 107-71).
 - D. Arming Pilots Against Terrorism Act (Title XIV of Public Law 107-296).
 - E. The Homeland Security Act of 2002 (Public Law 107-296).
 - F. Government Performance and Results Act of 1993 (Public Law 103-62).
 - G. Other authorities as authorized by specific delegation from the TSA Administrator.
4. **DEFINITIONS:**
 - A. Course: A planned organized series of learning experiences related to a particular topic or group of tasks. This term may be applied to trainer or facilitator-led experiences, or self-paced instruction for training, education, or development (e.g. Checkpoint Screener Training, On Screen Alarm Resolution Protocol, EEO, Aviation Security Inspector, etc.).
 - B. Course Sponsor: The management official, at Division level or above, who is the sponsor for a new or ongoing training requirement. The Sponsor's role is to define new requirements, assemble appropriate subject matter experts, participate in the course design and review process, and make determinations about course applicability to the TSA workforce.

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- C. Curriculum Review: A periodic examination of the curriculum and supporting documents that are used to design, develop, implement and/or evaluate a course to ensure content validity, relevance and currency.
- D. General Training Fund: Monies designated for training a non-screener employee for career or professional development. This training is typically not required by any statute for the employee's occupation.
- E. Locally-Managed Training Fund: Monies from any source designated within an individual TSA organization, to be used exclusively for training its employees.
- F. Online Learning Center (OLC): The central and official electronic source of all training and related performance/development accomplishments for TSA employees. It serves as the delivery platform for online training and is the official repository for TSA training records via its Learning History function.
- G. Non-Training Products: Products which may enhance employees' knowledge but are informational in nature (e.g., IT Awareness, etc.).
- H. Subject Matter Expert (SME): The person or persons within the Course Sponsor's organization or other stakeholders who are acknowledged experts on the subject matter of a new or ongoing training requirement.
- I. Training: Instruction designed to teach an employee how to do a task or to develop or improve job performance. Training may be delivered in a classroom or laboratory, as a field exercise or simulation, on the job, or at professional seminars and conferences. Training also includes self-study courses, computer and web-based courses and seminars.

5. RESPONSIBILITIES:

- A. The Assistant Administrator, WPT is responsible for:
 - (1) Establishing training policies, standards, procedures and methodologies, and for identifying, designing, developing, delivering, evaluating, and managing all training programs/courses that enable the TSA workforce to effectively complete its mission. These programs/courses may be required by statute, regulation or internal TSA direction. In carrying out this responsibility, the Assistant Administrator will fully collaborate with his/her customers. However, final decisions regarding testing instruments, instructional material, delivery methodology, course location, course convening dates, new course development projects, curriculum maintenance, training records management, e-learning initiatives, and instructor qualifications rests with the Assistant Administrator, except as otherwise provided by statute or regulation;
 - (2) Establishing training standards for training programs/courses that are consistent with industry best practices and/or law and regulations.

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- (3) Ensuring a process is established and executed through which the training requirements and priorities for all TSA offices are obtained, understood and met to the degree possible, within available resources;
- (4) Determining the effectiveness and impact of training through a variety of evaluation steps, including quality assurance assessments or training deliveries;
- (5) Developing annual training budget requirements, executing the training budget, managing contracts which support training, and working with the Chief Financial Officer to develop and implement appropriate controls to allow for distribution of general and locally-managed training funds to the respective offices throughout TSA. The Assistant Administrator will provide oversight and manage training funds, directed towards training programs centrally controlled by TSA;
- (6) Working with Assistant Administrators and Key Directors to ensure that training programs/courses developed or obtained from sources external to WPT, TSA and the DHS are in compliance with WPT training development and delivery standards, including instructor qualification standards established by the Assistant Administrator of WPT;
- (7) Managing TSA course accreditation processes through organizations such as the American Council on Education and the Federal Law Enforcement Training Accreditation Board. The Assistant Administrator represents TSA within and outside the Government on training related activities, forums, committees and boards, and is solely responsible for making formal requests for training of TSA employees from the Federal Law Enforcement Training Center;
- (8) Collaborating with the Assistant Administrator, Office of Human Resources (OHR) with respect to training programs to improve workforce performance and in support of the President's Management Agenda on Human Capital Development initiatives. Decisions related to delivery, evaluation, and management of workforce training in support of human capital development initiatives and activities will be guided by the following principles:
 - (a) Focus on Front Line
 - (b) Adapting or Adopting Best Practices
 - (c) Collaboration
 - (d) Knowledge Based Decisions
 - (e) Continuous Improvement
 - (f) Model Workplace Practices and Principles
 - (g) Effective use of Government Resources

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- (9) Collaborating with the Assistant Administrator, Office of Acquisition (ACQ), to ensure that any pending procurement action that includes a training element is reviewed by WPT to ensure that the training requirement is valid, necessary, clear, and consistent with TSA standards.
- (10) Review, edit and post non-training products in the OLC.
- (11) Establish policies and procedures to serve as the single point of contact on the release and use of TSA developed training materials.

B. The Assistant Administrators and Key Directors are responsible for:

- (1) Prioritizing and providing on an annual and as needed basis training requirements for their workforce to the Assistant Administrator, WPT;
- (2) Assigning a Course Sponsor for each existing course or for a course that has been identified for development, and making sure the Course Sponsor understands his/her role in the training development process, as defined in this directive;
- (3) Providing SMEs as required, as part of a pilot program curriculum and training program design, and development or curriculum review processes, as defined in this directive;
- (4) Providing TSA Approved Instructors (TAIs), as necessary, to deliver a training course. Ensuring that TAIs meet the instructor standards as prescribed by WPT;
- (5) Providing projections for out-of-agency and general training needs;
- (6) Providing timely and constructive feedback regarding the quality and relevance of workforce training programs/courses;
- (7) Tracking and reporting status of training funds distributed by WPT for local control or general development purposes;
- (8) Ensuring attendance of assigned staff at designated and/or required training courses; ensuring completion of all mandatory training courses;
- (9) Designating training coordinators within their organization to work closely with WPT staff to manage training operations in their respective areas;
- (10) Ensuring any locally developed training or training obtained from sources external to WPT, TSA and DHS is in compliance with standards established by the Assistant Administrator of WPT. Locally developed training may be reviewed by Assistant Administrator of WPT to ensure compliance with established standards.

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6. POLICY AND PROCEDURES: The WPT organization is responsible for training management policies, standards, and procedures as directed by the authorities above. Implementation procedures in support of WPT's roles and responsibilities will be provided in Standard Operating Procedures developed by WPT.

7. EFFECTIVE DATE AND IMPLEMENTATION:

This policy is effective immediately upon signature.

APPROVAL



John K. Moran
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Date

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