

Supervisor Transportation Security Officer

SV-1802-G



Transportation Security Administration

TSA Success Profile

What Are The Major Functions Of The Supervisor Transportation Security Officer?
<ul style="list-style-type: none"> ▪ Handling Personnel Issues ▪ Managing Screening Operations ▪ Manages Staff Performance ▪ Manages Scheduling ▪ Maintaining Equipment ▪ Documenting ▪ Conducting Screening Operations ▪ Coordinating and Collaborating Across Functions ▪ Coaching and Developing Others ▪ Certifications

What Are Some Of The Job Challenges?
<ul style="list-style-type: none"> ▪ Keeping up with mandates/changes to SOPs ▪ Managing conflict/personnel issues ▪ Balancing administrative duties with other responsibilities ▪ Handling HR issues without proper training ▪ Maintaining security with limited personnel ▪ Managing staffing across lanes and/or checkpoints

What Competencies Does A Supervisory Transportation Security Officer need to perform the job successfully?
<p>✓ = Critical No ✓ = Important</p>

General Competencies	
✓	Accountability
✓	Administration and Management
✓	Attention to Detail
✓	Conflict Management
✓	Customer Service
✓	Decisiveness
✓	Flexibility
✓	Interpersonal Skills
✓	Oral Communication
✓	Problem Solving
✓	Team Building
✓	Written Communication
	Integrity/Honesty
	Teamwork

Technical Competencies	
✓	Security Equipment Knowledge
✓	Security Screening Policies and Procedures
	Operations Management
	Security Directives and Regulations



Major Job Functions & Duties Of A Supervisor Transportation Security Officer

<p>Handling Personnel Issues</p> <ul style="list-style-type: none"> ▪ Approves emergency leave for short periods of time, as assigned. ▪ As assigned, schedules an adequate number of TSOs to provide for efficient and effective screening of all persons, baggage, and cargo. ▪ Addresses uniform issues. ▪ Fosters an equitable work environment, hears and resolves employees' grievances and refers those matters that cannot be resolved to superiors. ▪ Handles pay roll time sheets. ▪ Resolves simple, informal complaints of employees and refers others, such as formal grievances and appeals, to the TSM or an appropriate management official.
<p>Managing Screening Operations</p> <ul style="list-style-type: none"> ▪ Communicates and reinforces EEO policies and programs in many areas of responsibility, including training ▪ Ensures appropriate use of equipment. ▪ Ensures that TSA employment policies, procedures, and practices are effectively administered. ▪ Monitors the flow of passengers through the screening checkpoint to facilitate the orderly and efficient processing of passengers. ▪ Oversees the screening checkpoint and/or check baggage area on a day-to-day basis to include equipment and personnel. ▪ Makes recommendations as coach, facilitator, and/or negotiator in coordinating team initiatives and in consensus building activities among team members. ▪ Trains team members, monitors and reports on the status and progress of work, and represents the team in communications with the TSM for the purpose of obtaining resources (e.g., computer hardware and software, etc).
<p>Manages Staff Performance</p> <ul style="list-style-type: none"> ▪ Assigns tasks and ensures successful completion.. ▪ As assigned, supervises employees performing collateral duties, e.g., participating in pilot programs, serving as Aviation Screening Assessment Program (ASAP) evaluator and TSA Approved Instructor (TAI). ▪ Monitors and evaluates performance through recurring training-based evaluation and continuous observation, and documents relevant observations in PASS. ▪ Sets priorities for the LTSOs and TSOs.
<p>Manages Scheduling</p> <ul style="list-style-type: none"> ▪ Recommends and/or provides input to TSMs concerning a variety of human resources matters relating to employees led including, but not limited to, performance, promotions, reassignments, awards, etc. ▪ Recommends corrective disciplinary actions up to and including dismissal, as appropriate.
<p>Maintaining Equipment</p> <ul style="list-style-type: none"> ▪ Operates and calibrates equipment and immediately reports and resolves equipment malfunctions.
<p>Documenting</p> <ul style="list-style-type: none"> ▪ Records all operational tests in test logs ▪ Utilizes computer hardware and software to create documents; analyze information, as required; and, report information in the appropriate format.



Major Job Functions & Duties Of A Supervisor Transportation Security Officer (continued)

Conducting Screening Operations

- Conducts screening of passengers, baggage, and/or cargo, as required
- Implements security screening procedures that are central to Transportation Security Administration objectives and which protect the traveling public by preventing any deadly or dangerous objects from being transported onto aircraft.
- Maintains communication with management regarding any issues that might reveal a weakness or vulnerable area of security screening that is discovered during the course of operations.
- Analyzes behavior patterns and consults with employees on such subjects.
- Controls or monitors passengers without using physical restraint and without jeopardizing his/her safety or the safety of others.
- Opens and/or closes security areas, following approved standard operating procedures, as assigned
- Participates in development of new policies and procedures, as required, and recommends changes in procedures and policy based on observation of work.
- Participates in information briefings concerning security sensitive or classified information.
- Projects a positive image and responds to inquiries from staff, airlines, airport/transportation terminal employees, and passengers and other individuals in a professional and courteous manner.
- Provides shift briefings to TSOs.
- Resolves all but unique technical problems without intervention of management or a more experienced technical specialist.
- Rotates personnel and maintains/updates logs.
- Works with a full team of TSOs, work leaders, and law enforcement personnel at checkpoints, and with airport, or other transportation terminal, security staff and management.
- Participates in the development of strategic planning initiatives, workforce and succession planning initiatives, and other reports and documents for TSA-HQ and/or the TSM, as assigned.

Coordinating and Collaborating Across Functions

- Assists management and law enforcement officers with inquiries for information or investigations that may be initiated against a regulated party (e.g., collects witness information and safeguards evidence for the LEO, develops incident reports, and writes other relevant types of communications and documents for STSO and LEO).
- Immediately notifies law enforcement officers when criminal acts against civil aviation is suspected.

Coaching and Developing Others

- Coaches staff in customer service, technical approaches, and other duties related to passenger screening.
- Provides guidance to staff on how to solve difficult technical issues.
- Coaches and develops employee capabilities.

Certifications

- Maintains required certifications and licensures for equipment repair and maintenance, as assigned.



What Competencies Does A Supervisory Transportation Security Officer need to perform the job successfully?

General Competencies

Accountability

- Develops and consistently applies systems for tracking and communicating progress against milestones, performance results, and other key information
- Holds self accountable for completing agreed upon goals, responsibilities, and tasks
- Documents daily operating procedures in order to inform others and ensure consistency
- Maintains a continual awareness of the security posture at the airport
- Maintains a continual awareness of the security posture at the airport
- Completes assigned tasks in a timely manner with minimal supervision

Administration and Management

- Demonstrates skill in management by objectives
- Demonstrates skill in time management and prioritization
- Demonstrates skill in record keeping

Attention to Detail

- Discerns between relevant visual cues or information and irrelevant or distracting information when carrying out security responsibilities
- Notices details and pays attention to instructions, demonstrations, and other activities while learning or carrying out screening responsibilities
- Takes in and recalls incoming visual sensory information and uses it to make judgments and/or comparisons while carrying out screening responsibilities
- Is thorough and accurate when performing work
- Double checks the accuracy of information to assure high quality and precise work products
- Keeps workspace organized to prepare for screening interactions

Conflict Management

- Adheres to and applies TSA guidance on managing workplace conflicts
- Recognizes performance or conduct problems and takes appropriate corrective actions
- Holds employees responsible for overcoming conflicts with each other in order to get the job done
- Handles individual personnel issues and problems (performance, behavioral, interpersonal conflicts, etc.)
- Manages and resolves conflicts, confrontations and disagreements in a positive and constructive way to minimize negative personal impact
- Takes direct and appropriate action to deal with people whose behavior is not appropriate



General Competencies (continued)

Customer Service

- Analyzes situations from the passenger's or stakeholder's perspective to determine the optimal response
- Identifies areas for improvement based on input from passengers and/or stakeholders
- Works with stakeholders to build relationships that foster mutually beneficial outcomes while supporting the TSA mission and goals (e.g., air carrier operations management, contractors)
- Exercises patience and self-control when faced with difficult passenger or stakeholder situations
- Listens and responds objectively and promptly to issues and complaints from passengers and stakeholders while ensuring proper adherence to security procedures
- Follows up with stakeholders to ensure commitments and expectations are met

Decisiveness

- Makes difficult and sometimes unpopular decisions to support the mission of the TSA
- Makes the final decision, when necessary, to resolve stalemates in time-sensitive situations (i.e., “the buck stops here”)
- Raises difficult issues or problems with superiors when necessary and proposes solutions
- Takes the initiative to solve problems

Flexibility

- Adapts quickly to new or changing situations
- Maintains a positive attitude with issues that arise from policy or schedule changes
- Changes one’s own behavior to adjust to other people
- Is receptive to new information, ideas, or strategies to achieve goals

Interpersonal Skills

- Treats all employees with respect, fairness, and consistency (e.g., listens to and respects others' views and ideas)
- Delivers difficult or sensitive information openly, honestly, and with empathy
- Exhibits awareness of the impact of own words, actions, or decisions on others
- Listens carefully and asks questions to understand the ideas, issues, and concerns of others

Oral Communication

- Checks back with the audience to ensure that important messages have been understood
- Speaks clearly and concisely
- Explains complex concepts (e.g., policies or procedures) clearly and at an appropriate level of detail
- Maintains frequent appropriate level of contact with management to keep them informed about important or controversial situations
- Demonstrates skill in conducting oral presentations
- Adjusts communication style to most effectively connect with different/diverse audiences and individuals



General Competencies (continued)

Problem Solving

- Asks probing questions to clarify situations and identify the cause of the problem
- Breaks problems down into manageable components
- Evaluates the practicality of potential solutions
- Prioritizes key issues and competing demands in challenging situations
- Withholds judgment and maintains objectivity in situations while essential facts are gathered and analyzed
- Recognizes and takes steps to address or resolve problems when they are first identified
- Asks questions to help others think through their own solutions to problems or situations

Team Building

- Gives positive feedback to employees for doing good work and achieving results
- Looks for opportunities to build the confidence and capabilities of people who are struggling and provides coaching to those individuals
- Provides direct, observation-based, constructive performance feedback on an on-going basis
- Actively involves employees in decision-making on issues that will affect them
- Builds overall morale by directly addressing underachieving employees and getting them to contribute their skills and add value
- Spends time with employees (e.g., working at checkpoints) in order to build rapport

Written Communication

- Information is written concisely and clearly
- Exhibits awareness of the impact of words used to describe important concepts (e.g., salary, promotion, benefits, security policies)
- Provides documentation about complex concepts (e.g., schedules, policies, and procedures) at an appropriate level of detail for the audience
- Creates documents without typos, misspelled words, or incorrect grammar



Technical Competencies

Security Equipment Knowledge

- Provides accurate explanations of the characteristics of security equipment to others
- Is able to recognize when screening equipment is malfunctioning by knowing what the potential symptoms are

Security Screening Policies and Procedures

- Demonstrates knowledge and applies knowledge of security screening policies and procedures in work situations
- Recognizes discrepancies in the implementation of screening procedures and alerts supervisors in order to address them



Development Activities

Training, Conferences, Meetings

- Competency related professional development courses in the Online Learning Center (OLC)
- Management or supervisory training (e.g., USDA Leadership courses, Skill Path, Covey courses, training in conflict management, handling problem employees, implementing performance improvement plans, training on safety and security equipment usage)
- Training to develop oral/written communication skills and interpersonal skills

On-the-Job Development Activities

- Being mentored by or shadowing a more experienced STSO
- Being detailed to larger airports, if working at smaller airport
- Assuming the responsibility of TSM when the TSM is unavailable
- Shadowing TSM at own airport
- Being mentored by a TSM
- Shadowing STSO at other airport(s)
- Shadowing TSM at other airport(s)