



AFSD-Inspection CAREER GUIDE

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Transportation
Security
Administration

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Summary Profile – AFSD-Inspection

Major Responsibilities

1. Developing and Managing Implementation of Annual Regulatory Work Plan
2. Supervising and Developing Inspectors and Other Staff
3. Hiring and Training Inspectors
4. Advising FSD on Inspector Compliance Trends and Incidents at Airport
5. Serving as Liaison and Main Point of Contact in Airport for Regulatory Compliance
6. Participating in Threat Assessment Activities
7. Improving Processes for Managing Regulatory Function
8. Conducting Inspections
9. Conducting Investigations
10. Initiating Enforcement Actions
11. Interpreting Technical Aspects of TSA Regulations and Directives
12. Managing External Relationships
13. Responding to Critical Incidents
14. Ensuring Information Security
15. Making Recommendations for TSA Policies and Regulations
16. Developing Own and Other Inspectors' Capabilities
17. Evaluating and testing Screening personnel ASAP (aviation screening assessment program)
18. Managing Multi-modal and Maintenance and Repair Organizations
19. Ancillary Duties

Critical General Competencies

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|----------------------------------|--------------------------|
| 1. Accountability | 5. Oral Communication |
| 2. Administration and Management | 6. Technical Credibility |
| 3. Decisiveness | 7. Written Communication |
| 4. Integrity/Honesty | |

Critical Technical Competencies

1. Operations Management
2. Respecting Privacy and Preserving Freedoms
3. Security Program, Directives and Regulations

Major Responsibilities – AFSD-Inspection

Responsibility activities appear in order descending from most important to least important

1. Developing and Managing Implementation of Annual Regulatory Work Plan

- a) Assigning and scheduling inspectors to implement components of Annual Plan
- b) Translating requirements of HQ plan into Annual Work Plan to fit local airport environment and regulated parties
- c) Developing and utilizing monitoring and tracking tools (e.g., Excel spreadsheets) to track progress against Annual Work Plan objectives and milestones
- d) Ensuring all inspections and investigations are completed and documented in a timely and effective manner
- e) Analyzing past inspections to identify trends and key priorities for coming year
- f) Initiating investigations for incidents that require them and assigning them to inspectors
- g) Organizing and conducting special inspections in particular areas to follow-up observations of problem areas
- h) Obtaining needed resources (equipment, tools, personnel) to support inspectors in doing their work
- i) Determining inspectors' training needs and arranging for continual learning training programs based on those needs
- j) Involving ASI supervisors and inspectors in development of details of Plan
- k) Editing Work Plan based on new information or activities

2. Supervising and Developing Inspectors and Other Staff

- a) Recognizing and rewarding inspectors for high quality work and exceptional performance
- b) Making sure that regulations are applied consistently by all inspectors
- c) Setting performance goals and objectives for regulatory inspections (based on the HQ Work Plan) with each inspector and monitoring performance against them
- d) Providing clear vision and direction for inspectors
- e) Conducting periodic meetings with inspectors to review inspector activities, security issues and incidents and how best to handle specific inspection situations, security incidents and investigations
- f) Conducting desk reviews of inspection reports and investigation reports entered into PARIS to determine if analysis of conditions or incidents is aligned with regulations, if conclusions and recommended actions are logical and sound, and if report is complete, well-written and clearly understandable
- g) Conducting annual performance reviews with inspectors
- h) Dealing with employee performance and conduct issues

Supervising and Developing Inspectors and Other Staff (continued)

- i) Teaching and training new inspectors on the job (e.g., modeling how to conduct inspections, observing them conducting inspections and providing feedback, teaching them how to research regulations and answering questions about how to interpret/apply them to specific situations)
- j) Using team inspections and peer mentoring to enhance regulatory experience and capabilities of less experience inspectors
- k) Overseeing ASI Supervisors who supervise, train and coach the inspectors
- l) Providing oversight to training classes and on-the-job training that newer inspectors receive from more experienced inspectors
- m) Assigning every inspector a particular area of internal inspector operations to manage (e.g., equipment management, publications management, inspection and investigation case reviews, PARIS data base)

3. Hiring and Training Inspectors

- a) Training, coaching, and overseeing on-the-job training of new inspectors after they return from Oklahoma City
- b) Recruiting, screening, and interviewing candidates for inspector positions
- c) Arranging for Inspection Training for new inspectors
- d) Serving as Associate Instructors at OKC to share field experience, expertise, and speaking abilities
- e) Providing training and coaching starting from the ASIs first day, especially if it will be sometime until the ASIs are able to attend OKC

4. Advising FSD on Inspector Compliance Trends and Incidents at Airport

- a) Keeping FSD apprised of overall security status of airport by providing timely verbal or written briefings (i.e., weekly or on an as-needed basis) on non-compliance conditions or incidents, the investigative cases, violations, causes, corrective measures taken, and recommended remedies (e.g., letters of violation, progressive discipline, civil penalties)
- b) Analyzing results of inspections to identify areas of non-compliance, causes of non-compliance and potential remedies and make required changes to the Work Plan
- c) Gathering frequent updates from inspectors to identify potential security problems and ways to address them
- d) Anticipating potential security problem areas
- e) Recommending appropriate actions utilizing TSA regulatory policy and National inspection Manual to identify the range of possible actions
- f) Advising FSD on regulations and their impact on inspectors and regulated parties
- g) Analyzing local trends with regulated entities through PARIS database (or a review of the counseling incidents with the regulated parties)

5. Serving as Liaison and Main Point of Contact in Airport for Regulatory Compliance

- a) Working with airport to ensure that their Airport Security Plan (ASP) is in compliance with TSA regulations annually or on an as-needed basis
- b) Keeping up-to-date on all security regulations and directives and maintaining expertise on inspections, investigations and enforcement actions
- c) Building relationships with regulated parties and their key players
- d) Providing liaison and guidance to regulated parties to help them understand regulations, how to comply with them, how to develop voluntary compliance plans, and how to develop corrective action plans
- e) Answering questions from regulated parties
- f) Attending airport security meetings

6. Participating in Threat Assessment Activities

- a) Participating in briefings, interagency meetings, local, national and international meetings to address security threats

7. Improving Processes for Managing Regulatory Function

- a) Documenting inspectors' performance, accomplishments and training in order to determine recognition/rewards and promotions to higher band levels
- b) Meeting with ASI and/or their Supervisors to share issues and identify ways to improve efficiency and effectiveness of inspections

8. Conducting Inspections

- a) Develop and plan inspections for local airport, air operator and indirect air carrier inspections in accordance with National Work Plan
- b) Examining airport, air operator, indirect air carrier, or shipper operations using relevant directives and regulations as a guide
- c) Conducting informal monitoring, surveillance and testing of the operations of the airport, air operators, indirect air carriers and shippers to assess their security posture
- d) Preparing reports about inspections conducted to document potential risks or non-compliance of an airport, air operator, indirect air carrier, or shipper, and actions taken to resolve the violation or vulnerability
- e) Conducting formal inspections and identifying risks or areas of non-compliance by reviewing and "testing" operations, reviewing required training and relevant documentation, and interviewing staff to determine security posture
- f) Conducting briefings, resolution counseling, and supplemental inspections with airports, air operators, indirect air carriers, or shippers to ensure that non-compliance is resolved and vulnerabilities are countered

Conducting Inspections (continued)

- g) Monitoring TSA indirect air carrier license status, identifying and inspecting carriers operating with expired or non-existent programs, and ensuring they are brought into compliance
- h) Preparing for inspections by determining the point of contact at the airport, air operators, indirect air carriers, or shippers; determining their operating hours and security requirements; determining relevant policies, directives and regulation

9. Conducting Investigations

- a) Investigating reported violations of TSA directives or regulations by airports, air operators, or indirect air carriers
- b) Consulting with ASI-S to determine proper course of action when a TSA regulation or directive has been violated
- c) Coordinating with other federal, state or local agencies, as necessary, while conducting investigations
- d) Gathering information and evidence, conducting interviews and taking statements from passengers and other individuals relevant to alleged violations to determine whether or not a TSA regulation or directive has been violated; and determining the most important details to be considered to determine if a violation has occurred and action is required

10. Initiating Enforcement Actions

- a) Approving cases entered into the PARIS system
- b) Reviewing and correcting letters of investigation, warning notices and letters of correction to airports, air operators, and passengers about instances of non-compliance
- c) Reviewing, editing and approving documentation of instances of non-compliance to achieve compliance (e.g., counseling during inspection, drafting letters of investigation, NOVs, warning notices and letters of correction to airports, air operators, and passengers)
- d) Reviewing, editing and approving civil penalty enforcement reports regarding airports, air operators, and passengers in alleged instances of non-compliance and sending them to legal department for review
- e) Partnering with ASIs and ASI-Supervisors to determine when it is more appropriate resolve issues of non-compliance with counseling or to send warning notices or letters of correction or propose enforcement action to airports, air operators and IA
- f) Reviewing letters of response from subjects of investigations
- g) Researching and documenting potential sanctions for alleged instances of non-compliance

11. Interpreting Technical Aspects of TSA Regulations and Directives

- a) Maintaining up-to-date and proficient knowledge of TSA regulations and directives and their interdependence
- b) Updating local TSA management on technical changes in security policies, regulations, directives and procedures
- c) Interpreting TSA regulations and directives for ASIs when they have questions or difficulty in translation
- d) Serving as a technical point of contact about TSA regulations and directives when ASIs and/or S-ASIs are unavailable or need assistance in interpretation
- e) Reviewing security directives to determine if they adequately address the level of threat to which they are directed
- f) Identifying inconsistencies or lack of clarity in security directives or regulations and providing feedback to HQ

12. Managing External Relationships

- a) Building rapport and positive working relationships with key airport, air operator, and indirect air carrier personnel in order to partner for voluntary compliance
- b) Coordinating inspector operations (e.g., inspections, extra security for special events) with airport, air operator and IAC representatives, police, and contract security
- c) Developing and overseeing outreach programs to educate and advise IACs and other cargo industry stakeholders on relevant TSA regulations, changes and updates to regulations

13. Responding to Critical Incidents

- a) Advising AFSD-Inspection/FSD regarding regulatory responsibilities in a crisis or security risk situation
- b) Notifying the FSD (not TSA Headquarters) of crisis or security risk situations
- c) Serving as point of contact for air operators in a crisis or security risk situation when ASIs or S-ASIs are unavailable

14. Ensuring Information Security

- a) Securing confidential and secret information or materials with a high level of security
- b) Serving as Sensitive Security Information (SSI) Custodian when necessary

15. Making Recommendations for TSA Policies and Regulations

- a) Providing constructive input into draft TSA policies, directives and regulations
- b) Drafting local policies, regulations and directives to handle unforeseen security risks (e.g., previously unidentified hazardous materials) and to fill policy gaps

16. Developing Own and Other Inspectors' Capabilities

- a) Working with AFSD-Is and ASIs in other airports to share and learn from best practices across airports
- b) Developing relationships with more experienced peers to develop capabilities
- c) Attending core training and supplemental training/courses, including local internal or external programs
- d) Participating in regular performance reviews to receive feedback, identify strengths and development needs and formulate development action plans
- e) Serving as a mentor to less experienced inspectors or peers

17. Evaluating and testing Screening personnel ASAP (aviation screening assessment program).

- a) Being designated point of contact in the field for testing matters including (scheduling tests, determining team lead positions, identifying people who will assess the database)
- b) Ensuring ASI and other team members participating in ASAP program are aware of their responsibilities
- c) Overseeing reporting of data to HQ
- d) Managing resources associated with ASAP program (people supply and budget)

18. Managing Multi-modal and Maintenance and Repair Organizations

- a) Overseeing multi-modal transportation including VIPER initiatives (FAMS, ASIs, Canine, BDOs, TSOs, Cargo, etc.) and surge teams (cross-discipline)
- b) Allocating resources among those programs

19. Ancillary Duties

- a) Attending meetings as assigned by the FSD (e.g., oversee constructions, FSD teleconferences, Intel meetings, etc.)
- b) Conducting duties as assigned by the FSD
- c) Serving as the Acting FSD when necessary
- d) Attending monthly metrics or other meetings as necessary

Broad-based Development Assignments – AFSD-Inspection

Activities appear in order descending from most frequently cited as valuable to least frequently cited as valuable

1. TSA Field Assignments

- a) HQ Details in regulatory policy area
- b) ASI
- c) CSI
- d) ASI Supervisor
- e) Being ASI at other airports (either busier or where the scope of work is different than the current position) on TDY
- f) Working as, or with, PSI
- g) Participating in task forces and work groups to address specific regulatory issues and problems
- h) Working at larger, busier airports
- i) Participating in Cargo Strikes or Surge team member (intensive one-week inspections at specific airports)
- j) Team Leader on aviation initiatives or task forces for six months or more
- k) Working as International ASI
- l) Exposure to or familiarity with Airport Operations of Air Carriers
- m) Work on as an Inspector on other modes of transportation

2. Training, Conferences, and Meetings

- a) Management or supervisory training
- b) Training on inspection and investigation areas
- c) Training to develop oral/written communication skills and interpersonal skills
- d) Training in handling problem employees and creating and implementing performance improvement plans (PIP)
- e) Training in mediation techniques and conflict resolution
- f) Training in Multi-modal transportation

3. On-the-Job Development Activities

- a) Preparing draft of Annual Inspection Plan
- b) Being Acting ASI Supervisor
- c) Being Acting AFSD-I
- d) Attending meetings on behalf of, or with, AFSD-I
- e) Managing projects in regulatory operations
- f) Being a Lead Agent for a specific project
- g) Public speaking experiences (e.g., giving briefings to regulated parties, other agencies)
- h) Determining how to divide up responsibility for inspections of air carriers, IACs, General Aviation
- i) TDY or visits to other airports to see how they do things there
- j) Preparing case reports for investigations
- k) Shadowing AFSD-I
- l) Conducting panel interviews with inspector job candidates
- m) Participating in Administrative Inquiries to practice interviewing, interrogation, and investigative techniques
- n) Shadowing ASI Supervisor
- o) Participating in peer reviews of cases
- p) Working with or exposure to other Federal Regulatory Agencies
- q) Work experience in public speaking, report writing, investigative type work
- r) Working with or exposure to inspections of other modes of transportation

Competencies and Behaviors – AFSD-Inspection

Behaviors appear in order descending from most important to least important

Critical General Competencies

Accountability

- a) Takes ownership for resolving problems rather than allowing them to persist or simply pointing them out to others
- b) Sets challenging performance goals and holds self and others accountable for achieving them
- c) Publicly supports and takes personal responsibility for implementing TSA inspector changes and management decisions
- d) Holds self and supervisors accountable for leading effectively
- e) Establishes performance metrics that focus employees on accomplishing priority goals and objectives

Administration and Management

- a) Ensures that all inspectors are following consistent procedures and formats for documenting inspections, investigations and security incidents in PARIS
- b) Sets up systems for tracking regulatory inspections, investigations and incident reports
- c) Allocates inspector, administrative and equipment resources to accomplish Annual Inspector Plan and priorities
- d) Ensuring OJT for inspectors

Decisiveness

- a) Persists to overcome obstacles and resistance in an effort to achieve important goals and results (e.g., correction of security risks)
- b) Responds calmly and acts decisively when dealing with crises and security incidents
- c) Expresses confidence in own judgment and decisions when dealing with difficult and/or ambiguous situations
- d) Exhibits willingness to accept responsibility for the consequences of own decisions
- e) Exhibits courage to make tough inspector, personnel and/or other decisions even when they are unpopular
- f) Identifies corrective actions that can be implemented immediately in response to a security incident or identified security risk

Integrity/Honesty

- a) Holds self and others accountable for meeting high standards of integrity
- b) Leads by example through modeling desired practices and standards in own behavior
- c) Delivers on commitments made to others
- d) Avoids any action or situation that would give the appearance of unethical or inappropriate behavior
- e) Demonstrates the courage to do the right thing in difficult situations
- f) Admits own mistakes and take action to address/resolve them

Oral Communication

- a) Communicates information concisely and clearly
- b) Asks questions to understand the ideas, issues and concerns of others, and their root causes
- c) Maintains frequent appropriate level of contact with senior management to keep them informed about important or controversial cases and situations
- d) Delivers difficult or sensitive information openly, honestly and with empathy
- e) Explains complex concepts clearly and at an appropriate level of detail
- f) Communicates purpose, value and importance of inspector requirements and procedures to regulated parties in a compelling manner that elicits cooperation and compliance
- g) Adjusts communication style and language to most effectively connect with different/diverse audiences and individuals
- h) Exhibits awareness of the impact of own words, actions or decisions on others

Technical Credibility

- a) Demonstrates thorough understanding of the TSA security regulations, procedures and systems
- b) Actively develops knowledge and understanding of airport and airline operations in order to understand how they impact (and are impacted by) TSA security regulations and procedures
- c) Demonstrates thorough understanding of the TSA security and cargo security procedures and systems
- d) Demonstrates overall understanding of TSA organizational and administrative procedures
- e) Learns about new technologies that impact the way that security is handled at the airport

Written Communication

- | | |
|----|---|
| a) | Expresses facts and ideas in writing in a clear, convincing and organized manner that is appropriate to the audience and occasion |
| b) | Writes clear and concise inspection and investigation reports that capture important information without unnecessary detail |
| c) | Uses a variety of written communications to communicate and reinforce TSA's mission and accomplishments to employees and stakeholders (e.g., e-mails, newsletters, presentations) |
| d) | Writes quickly and clearly in order to complete the reports and communications that are associated with the job |
| e) | Reviews inspectors' reports, identifies needed improvements and provides clear and constructive feedback that results in significant improvements going forward |

Critical Technical Competencies**Operations Management**

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|----|--|
| a) | Continuously improves local inspector operational processes |
| b) | Builds processes to efficiently accomplish TSA inspector operations responsibilities |
| c) | Demonstrates an understanding of the big picture of TSA operations |

Respecting Privacy and Preserving Freedoms

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|----|--|
| a) | Ensures that all TSA employees are trained on applicable laws, regulations and policies governing privacy |
| b) | Monitors TSA compliance with privacy laws, regulations and policies and implements corrective, remedial and preventive actions when necessary |
| c) | Ensures that personal information, when needed, is collected lawfully and establishes systems and processes for determining the information's accuracy, security and appropriate use |
| d) | Ensures that all inspectors treat regulated parties with dignity and respect in the inspection process and models this behavior |

Security Program, Directives and Regulations

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|----|--|
| a) | Demonstrates overall understanding/awareness of TSA security policies, directives and regulations (e.g., HazMat regulations, airport vs. air carrier directives, confidentiality and security SOPs, identification of prohibited items, current threats to airport security) |
| b) | Provides feedback and recommendations regarding implementation of security directives and regulations based on feedback from inspectors, airport, air operators and indirect air carriers |
| c) | Recognizes discrepancies in implementation of security directives and regulations by regulated parties airport and/or air carriers and knows when enforcement investigations should be initiated |
| d) | Knows where to find information on security directives and regulations and leverages inspectors who know them in detail |