

**AFSD-Law Enforcement  
CAREER GUIDE**

**July 2007**



**Transportation  
Security  
Administration**

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# Summary Profile – AFSD-Law Enforcement

## Major Responsibilities

1. Serves as Law Enforcement Expert and Coordinator
2. Liaison to Local, State, and Federal Law Enforcement Agencies
3. Lead Threat Assessment Program
4. Serve as Liaison to Joint Terrorism Task
5. Perform Criminal Investigation Activities
6. Maintain Personal Readiness
7. Manage the Spot/BDO/BAO Program (as assigned)

## Critical General Competencies

- |                                    |                           |
|------------------------------------|---------------------------|
| 1. Accountability                  | 7. Oral Communication     |
| 2. Decisiveness                    | 8. Partnering             |
| 3. Flexibility                     | 9. Problem Solving        |
| 4. Integrity/Honesty               | 10. Team Building         |
| 5. Interpersonal Skills            | 11. Written Communication |
| 6. Manages & Organizes Information |                           |

## Critical Technical Competencies

- |  |   |
|--|---|
| 1. Investigative Skills  | 5. Security Directives and Regulations        |
| 2. Law Enforcement Knowledge                                       | 6. Security Screening Policies and Procedures |
| 3. Safety Policies and Procedures                                  | 7. Visual Observation                         |
| 4. Security Components and Programs in DHS and Other Organizations |   |

# Major Responsibilities – AFSD-Law Enforcement

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

## 1. Serves as Law Enforcement Expert and Coordinator

- a) Serves as principal law enforcement specialist, providing advice and assistance to Federal Security Director, management officials, and airport staff
- b) Develops a network of contacts within the local area law enforcement agencies (local police, emergency responders, TSOs) to aid in the pursuit of TSA responsibilities
- c) Establishes working relationships and rapport with key airport, airline and law enforcement agency individuals to facilitate the collection of information without subpoenas
- d) Facilitates movements of dignitaries, VIPs, and law enforcement personnel (taking enforcement action) as quickly and discretely as possible
- e) Attends weekly or bi-weekly meetings with local, state, and federal law enforcement agencies
- f) Works with appropriate law enforcement agencies to prepare for and secure the airport when dignitaries are on-site and/or using the airport as a transportation arrival/departure point
- g) Offers assistance (where appropriate) to other law enforcement agencies in the pursuit of investigations
- h) Serves as the primary TSA Law Enforcement contact for state, local, and federal law enforcement agencies as well as airline and airport security personnel regarding law enforcement issues
- i) Shares information with TSA personnel concerning criminals and/or criminal activities (as appropriate)
- j) Visits Hub and Spoke Airports (as necessary) to collect and disseminate relevant information (e.g., criminal activity briefings)
- k) Oversees/Notifies Transportation Security Operations Center (TSOC) or local Command Center regarding incidents to ensure information is shared as appropriate
- l) Assists the Transportation Security Office (TSOC) or local Command Center in the management of an issue with the news media and other key players by informing them of something of a suspicious nature or of significant events (e.g., evacuating the airport)
- m) Oversees/Coordinates activities with Armed Pilots – check and store the weapons

## 2. Liaison to Local, State, and Federal Law Enforcement Agencies

- a) Facilitates the exchange of Intelligence with Federal Law Enforcement counterparts
- b) Serves as primary TSA representative within the local law enforcement community, partners with law enforcement officials from other Federal agencies (e.g., FBI, DEA, Secret Service, CBP) and state and local agencies to address significant issues, share intelligence, and ensure the security of the airport
- c) Shares appropriate information with Law Enforcement counterparts
- d) Recognizes important information generated from incidents at TSA checkpoints and passes that information on to the appropriate Law Enforcement agencies
- e) Monitors investigations in partnership with other law enforcement agencies having airport jurisdiction to include potential or actual violations of law such as firearms violations at checkpoints, theft of personal property, employee fraud, assaults, and bomb or other threats
- f) Forwards information about fraudulent travel documents and other types of licenses to the appropriate Law Enforcement Agencies

### Liaison to Local, State, and Federal Law Enforcement Agencies (continued)

- g) Ensures the person in the TSA "Intel" role checks all related and relevant databases to cross-check information
- h) Informs airport and local Law Enforcement personnel about airport specific information and Intel (e.g., training with the local airport people, briefings on the SPOT program)
- i) Leverages locally offered training for TSA LE roles
- j) Oversees/Coordinates all enforcement activities that take place at the airport to allow for egress through the checkpoints
- k) Liaisons with other Law Enforcement Agencies to ensure that the appropriate individuals are aware of armed law enforcement officers on specific flights (e.g., prisoner transports, delegates, VIPs)
- l) Forwards the information about seized Fire Arms to other appropriate Federal Agencies
- m) Develops or establishes procedures to notify, as appropriate, Law Enforcement agencies, important information including when passenger cash limits are exceeded (i.e. \$10k)
- n) Understands all of the local, state, and federal Law Enforcement and crisis plans, the people involved and the policies underlying them to enable self and others at the TSA to react proactively in crisis situations
- o) Creates, maintains, and updates the creation of crisis reaction/management plans from both the TSA as well as the other Law Enforcement and emergency response agencies
- p) Serves as a primary Law Enforcement Liaison to local Law Enforcement personnel to oversee the planning and coordination of all types of incidents involving Law Enforcement occurring at or near the airports
- q) Reviews and "vets" TSA reports prior to sharing them with other Law Enforcement agencies

### 3. Lead Threat Assessment Program

- a) Has lead responsibility for a variety of threat assessment programs and activities to include: vulnerability/threat assessments for MANPADS, joint vulnerability, continuation of Operation Plans, and dignitary arrivals and visits
- b) Conducts annual MANPAD vulnerability assessment to identify sites that could be used to launch missiles at incoming and outgoing planes
- c) Checks on and informs others about MANPAD (e.g., heat, shock, and friction can cause missiles to detonate)
- d) Reviews the sites with TSA HQ personnel and local people

### 4. Serve as Liaison to Joint Terrorism Task

- a) Uses liaison role to ensure sharing of critical intelligence information, cooperation in conducting investigations, obtaining support for security initiatives, and maintaining a proactive law enforcement program to ensure the security of the airport and traveling public
- b) Serves as a liaison to the Joint Terrorism Task Force as well as other law enforcement related taskforce groups and committees

## 5. Perform Criminal Investigation Activities

- a) Performs criminal investigative activities including gathering of evidence and interviewing witnesses and takes the appropriate action
- b) Informally investigates information or situations that may be of a criminal nature and determine if the information should be passed on to other law enforcement agencies
- c) Works and presents cases to the USAO in conjunction with the appropriate agency
- d) Conducts investigative activities including surveillance, checking of facts (e.g., schedules, flight manifests, etc.), and "sting/bait operations" prior to passing information on about criminal activities to other law enforcement agencies
- e) Participates with IA or IG in witness or suspect interviews to ascertain facts and develop evidence. Secures evidence when needed
- f) Conducts internal inquiries at the FSDs discretion
- g) Participates in voluntary searches using knowledge of criminal search and seizure laws to help prevent violation of rights
- h) Assists Internal Affairs to conduct investigations regarding non-criminal matters (e.g., sexual harassment), when necessary

## 6. Maintain Personal Readiness

- a) Is on call 24 hours per day; is available and ready to respond to emergencies and/or critical threat situations
- b) Maintains sufficient level of physical fitness to be able to run after and physically control an individual
- c) Maintains Fire Arm Proficiency
- d) Maintains current knowledge of new Law Enforcement policies and procedures by reading bulletins and cooperation with other agencies

## 7. Manage the Spot/BDO/BAO Program (as assigned)

- a) Ensures that managers are working on the priorities and responsibilities they have been assigned
- b) Follows up on leads with the Intelligence Officer from terrorist databases, DOD, CVP & Hyd and fusion section, Border Patrol and ICE
- c) Ensures that all referrals made to the local Law Enforcement agencies are appropriate for referral
- d) Reinforces the use of behaviors (and not a specific race, nationality) when identifying threats
- e) Holds weekly meetings with the team to address issues, pay attention to new data, etc.

# Broad-based Development Assignments – AFSD-Law Enforcement

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

## Development Assignments

- a) Mentoring - getting a senior person in the role to take an individual under their wing, vouch for them in the LE community, and introduce them to the key people that are in the Mentor's network
- b) Being responsible for a multi-agency task force to learn about other agencies and their perspectives, expectations, and realizations of what law enforcement is about
- c) Shadowing the people who are currently in the role for those that are transitioning out of the TSA in this position
- d) Having experience as a manager at the Law Enforcement agencies
- e) Observing people and how they handle themselves in different situations
- f) Completing FEMA IS 1, 2, 7, 8 and FEMA Professional Development Series (IS 100, 200, 700, 800 (NIMS and Response Plans)
- g) Mentoring from or obtaining a rotational assignment as a ground based FAM in order gain knowledge of investigative and other law enforcement concepts
- h) Attend appropriate course (CITP) to develop and maintain federal criminal investigative skills
- i) Being a group supervisor and managing a diverse group of people (e.g., particularly for large, geographically disperse, or Cat X airports)
- j) Attend Inspections Core Course

# Competencies and Behaviors – AFSD-Law Enforcement

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) Proactively informs management about a problem that is likely to impact key stakeholders (TSA, airport, carriers, other Law Enforcement Agencies, etc.)
- c) Publicly supports and takes personal responsibility for implementing TSA Law Enforcement changes and management decisions
- d) Sets challenging performance goals and holds self and others accountable for achieving them
- e) Prepares briefing documents and disseminates them to concerned parties (e.g., TSA personnel, other Law Enforcement Agency personnel, FSD)
- f) Displays initiative in identifying any aviation/airport security problems
- g) Works with minimal supervision from FSD or FAMS-SACs

### Decisiveness

- a) Responds calmly and acts decisively when dealing with crises and security incidents
- b) Expresses confidence in own judgment and decisions when dealing with difficult and/or ambiguous situations
- c) Exhibits willingness to accept responsibility for the consequences of own decisions
- d) Exhibits courage to make tough law enforcement and/or other decisions even when they are unpopular
- e) Overcomes obstacles and resistance to achieve important goals and results

### Flexibility

- a) Quickly adapts to changing circumstances, regulations, directives, policies or procedures
- b) Responds quickly and calmly to crises and redirects resources as needed to address and resolve them
- c) Quickly recognizes changing circumstances and threats

**Integrity/Honesty**

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

**Interpersonal Skills**

- a) Builds rapport with key stakeholders within TSA, local, state, and federal law enforcement agencies, and airline security
- b) Relates effectively to a wide variety of TSA employees, individuals associated with the Law Enforcement community and its stakeholders
- c) Listens attentively to and values others' issues and concerns

**Manages & Organizes Information**

- a) Effectively gathers and documents needed information for investigations, security incidents, and law enforcement activities
- b) Develops and/or utilizes efficient and accurate systems/methods for documenting information gathered during investigations
- c) Develops quick access checklists and tools for use in particular types of law enforcement situations in order to facilitate quick and thorough responses
- d) Understands and utilizes TSA's and other information databases and tools to gather information on investigation or security issues and situations

**Oral Communication**

- a) Communicates purpose, value and importance of enforcement requirements and procedures to law enforcement constituents in a convincing manner that elicits cooperation and compliance
- b) Communicates information concisely and clearly
- c) Maintains frequent appropriate level of contact with senior management to keep them informed about important or controversial cases and situations
- d) Adjusts communication style and language to most effectively connect with different/diverse audiences and individuals
- e) Exhibits awareness of the impact of own words, actions or decisions on others
- f) Delivers difficult or sensitive information openly, honestly and with empathy

**Partnering**

- a) Builds a network of relationships with counterparts in other airports and/or Air Carriers to maximize information and resource sharing opportunities
- b) Shares resources and information with other locations and functions to accomplish TSA goals
- c) Actively “sells” regulated parties and other stakeholders on the need to work together to effectively address security in ways that achieve compliance and ensure transportation security
- d) Mobilizes relevant stakeholders within regulated parties to collaborate on the development of solutions to challenging security issues

**Problem Solving**

- a) Recognizes patterns and trends in data and determines where security incidents/issues and important exchanges of law enforcement information are occurring
- b) Exhibits a “can-do” attitude in response to challenging directives, problems and situations requirements are occurring
- c) Asks probing questions to clarify situations and identify root causes of security and/or personnel problems
- d) Suspends judgment and maintains objectivity in situations until essential facts are gathered and analyzed
- e) Considers the big picture when dealing with new or complex situations, rather than rigidly applying policies or procedures

**Team Building**

- a) Asks questions to help others think through their own solutions to problems or situations
- b) Provides direct, observation-based, constructive performance feedback on an on-going basis

**Written Communication**

- a) Expresses facts and ideas in writing in a clear, convincing and organized manner appropriate to the audience and occasion
- b) Writes clear and concise investigation reports capturing the important information that needs to be communicated without unnecessary detail
- c) Uses a variety of written communications to communicate and reinforce TSA’s mission and accomplishment to employees and stakeholders (e.g., e-mails, newsletters, presentations)
- d) Keeps up with the volume of reports and communications associated with the job

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## Critical Technical Competencies

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### Investigative Skills

- a) Recognizes, develops and presents evidence that reconstructs events, sequences, and time elements of investigated situations
- b) Works with legal council to identify responsibilities, legal liabilities, and conflicts of interest in a manner that meets requirements for presentation in various legal hearings and court proceedings
- c) Applies the techniques required in performing such duties as maintaining surveillance and performing undercover work

### Law Enforcement Knowledge

- a) Applies knowledge of criminal and administrative investigative requirements and procedures to resolve allegations of criminal and other misconduct by TSA and non-TSA personnel
- b) Applies knowledge of local, state and federal judicial processes, criminal statutes, rules of evidence, precedent court decisions to all aspects of investigations
- c) Understands and applies knowledge of investigative techniques, interviewing techniques and examination of evidentiary documents or material when conducting investigations
- d) Uses knowledge of the functions and jurisdictions of other Federal, State, and local law enforcement agencies to conduct investigations

### Safety Policies and Procedures

- a) Identifies safety issues and risks and takes steps to address them
- b) Complies with essential safety policies and procedures

### Security Components and Programs in DHS and Other Organizations

- a) Demonstrates understanding of the boundaries and interdependencies between TSA and other organizations
- b) Demonstrates an understanding of how security programs and components in other organizations relate to local, state, and federal law enforcement activities at the airport
- c) Keeps up to date on changes and developments in law enforcement programs in DHS and other organizations

### Security Directives and Regulations (Particularly Title 14 and 18)

- a) Demonstrates overall understanding/awareness of TSA enforcement policies, directives and regulations (e.g., 14CFR, 49, 18)
- b) Knows where to find information on enforcement directives and regulations and leverages enforcement personnel who know them

**Security Screening Policies and Procedures**

- a) Demonstrates general understanding/awareness of policies, directives and regulations

**Visual Observation**

- a) Follows up on observations to determine whether there is a law enforcement violation or risk that needs to be addressed
- b) Notices changes in facilities, operations, and individuals that indicate possible security risks or violations