

Transportation Security Manager

SV-1802-H and I



**Transportation
Security
Administration**

TSA Success Profile

What Are The Major Functions Of The Transportation Security Manager?

- Managing Stakeholder Relationships
- Handling Personnel Issues
- Managing Screening Operations
- Manages Staff Performance
- Manages Scheduling
- Conducting Screening Operations
- Coaching and Developing Others

What Are Some Of The Job Challenges?

- Keeping up with mandates/changes to SOPs
- Managing conflict/personnel issues
- Administrative/HR duties
- Handling customer service concerns
- Keeping up with changes to the PASS program
- Managing across different airports
- Staffing/attendance

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

✓ = Critical
No ✓ = Important

General Competencies

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

Technical Competencies

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



Major Job Functions & Duties Of A Transportation Security Manager

<p>Managing Stakeholder Relationships</p> <ul style="list-style-type: none"> ▪ Acts as initial contact point for stakeholders (e.g., airline representatives, Emergency Preparedness Committee, City Operation Staff, Regulatory Inspectors) on screening-related issues. ▪ Handles emergency or critical incidents with stakeholders as they occur. ▪ Meets with stakeholders on a regular basis to discuss issues affecting them (e.g., communicate changes from TSA management, equipment status, operations issues, etc.). ▪ Works with air operators and indirect air carriers to understand their operations, issues and concerns, and incorporates them into the scheduling process as appropriate.
<p>Handling Personnel Issues</p> <ul style="list-style-type: none"> ▪ Assist STSOs in addressing disciplinary issues with TSOs and initiate formal disciplinary actions when necessary. Consults with regulatory personnel concerning AVOs (clarify AVO amendments, determining equipment needs, etc.) ▪ Consults with human resources department concerning problems/anomalies regarding attendance, payroll, workers compensation, and other personnel issues. ▪ Handles screening-related human resources issues directly for all TSOs (e.g., schedule changes, leave requests, injuries and worker's compensation forms), ensuring the correction of errors/discrepancies when needed. ▪ Reviews and approves TSO timesheets, identifying and ensuring the correction of any errors/discrepancies. ▪ Works with appropriate staff when necessary to deal with uniform issues - distribution, quality of products, missing items, returns, etc.
<p>Managing Screening Operations</p> <ul style="list-style-type: none"> ▪ Collaborates with other local TSA management staff (e.g., AFSD-Screening, AFSD-Baggage) to ensure that local policies align with TSA Policies, Regulations and Directives. ▪ Conducts informal monitoring of the screening operations of the airport, air operators and indirect air carriers (e.g., ETD records, alarm resolution records, etc.) to assess their security posture and compliance with SOPs. ▪ Conducts regular meetings with STSOs and LTSOs to share information from TSA, identify and resolve problems, and address manpower issues. ▪ Consults with regulatory personnel concerning security policies and procedures. ▪ Coordinates local crisis management and incident response protocols. ▪ Elicits feedback on operations and ideas for improvement from TSOs, LTSOs and STSOs. ▪ Ensures that passengers are moved through lines as quickly as possible while maintaining security standards. ▪ Ensures through the STSO that baggage and passenger screening equipment are checked and calibrated at start of shift and takes steps to resolve equipment problems. ▪ In conjunction with the STSOs, supports TSOs by providing the resources they need to do their jobs and help them achieve their goals. ▪ Manages and supports the collection of various performance metrics (e.g., monthly audits) in an effort to identify areas in need of process improvement and systemic or individual weaknesses, vulnerabilities, or inefficiencies in the screening process. ▪ Meets regularly with airline liaison to stay informed of flight loads and anticipates peak times. ▪ Monitors attendance reports to determine trends or potential issues. ▪ Monitors radio calls to STSOs and observes how STSOs, LTSOs and TSOs are handling alarm situations. ▪ Monitors screening procedures and ensures compliance by touring all checkpoints during shift every day. ▪ Monitors, in conjunction with the individuals responsible for training (e.g., Training Officer and STSOs), the training status of all screening personnel. ▪ Oversees daily preparation and set up of airport screening operations at checkpoints by the STSO. ▪ Remains visible during peak times to observe the screening process, ensure consistency, and greet passengers.



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

Managing Screening Operations (continued)
<ul style="list-style-type: none"> ▪ Reviews information provided by the Training Coordinator in order to be current about changes made to TSA directives and policies, and their implications for training. ▪ Translates technical TSA directives into effective operational processes for local implementation by TSA screening management, airport personnel, and air carriers. ▪ Updates policy and procedure books to ensure they are current. ▪ With local TSA management (e.g., the AFSD-Screening), determines most appropriate screening technology to use (e.g., batching, canines, explosive trace detection, etc.) based on intelligence reports and the number of TSOs available.
Manages Staff Performance
<ul style="list-style-type: none"> ▪ Oversees and monitors the daily Performance Management Information System (PMIS) updates. ▪ Works with STSOs to ensure the PASS program process is properly administered.
Manages Scheduling
<ul style="list-style-type: none"> ▪ Determines overall scheduling strategy to balance needs of employees and screening operations (e.g., fixed off-days or rotational off-days, national holidays). ▪ Determines strategy for providing back-up coverage and ensures that employees are contacted with enough advanced notice when they are required to come in unexpectedly. ▪ Ensures that the scheduling process is fair and unbiased. ▪ Plans and prepares, in advance, for peak loads and special events/incidents (e.g., weapon checks during hunting season) affecting security screening. ▪ Proposes rosters in advance to scheduling staff and regularly posts current rosters (weekly, quarterly, etc.). ▪ Provides input to the Scheduling Operations Officer on TSO preferences about days to work, shifts, etc. This may be one that is impacted by airport category size. ▪ Works to minimize the need for employee overtime. ▪ Works with Scheduling Officer or person responsible for scheduling to updates schedule in response to staffing changes (e.g., sick and injury leave, termination, resignation, vacation).
Conducting Screening Operations
<ul style="list-style-type: none"> ▪ Responds to and resolves security related incidents, emergency situations, and difficult customer service issues. ▪ Responds to STSOs who call for assistance. ▪ Sets up and monitors, with STSO, the internal tracking systems to ensure that shift and incident summaries are generated and logged.
Coaching and Developing Others
<ul style="list-style-type: none"> ▪ Delegates tasks to direct reports to develop their skill sets and broaden their experience. ▪ Provides on-the-job training, feedback, and coaching to STSOs. ▪ Spends one-on-one time with each STSO to understand how they are doing and to communicate the TSA big picture.



What Competencies Does A Transportation Security Manager 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

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

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



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

Operations Management

- Demonstrates skill in workforce/manpower planning
- Demonstrates knowledge of airport operations (e.g., knowledge of the peaks and valleys of passenger flows in the airport)
- Demonstrates knowledge of customer service data and issues
- Demonstrates knowledge of airline operations needs and concerns
- Demonstrates knowledge of key roles and responsibilities across airport, airline, and other stakeholder functions

Security Directives and Regulations

- Demonstrates overall understanding/awareness of TSA policies, directives, and regulations
- Knows where to find information on directives and regulations and leverages personnel who know them

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
- Pursue opportunities to mentor others (e.g., TSOs) and aid them in their professional development

On-the-Job Development Activities

- Special projects to address specific issues of importance to airport or TSA overall
- 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
- Assuming the responsibility of STSO when the STSO is unavailable
- Being mentored by a more experienced colleague
- Being mentored by TSM