

# THE ADMINISTRATOR'S INTENT 2016



Transportation  
Security  
Administration



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### About this Document

The Administrator's Intent will guide the Transportation Security Administration and is founded on our Core Values of Integrity, Innovation, and Team Spirit and guided by the principles of focusing on our mission, investing in our people and committing to excellence. Each principle reinforces the others and collectively, they will inform strategic, operational, and resource decision-making throughout TSA. This Intent lays out each principle to include its meaning, relevance, and applicability throughout the Agency and highlights the Administrator's priorities to focus our efforts in meeting anticipated challenges and risks.



The Oath

I do solemnly swear that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; that I take this obligation freely, without any mental reservation or purpose of evasion; and that I will well and faithfully discharge the duties of the office on which I am about to enter. So help me God.





## To the Women and Men of TSA:



Peter Neffenger  
Administrator, TSA

It is my great honor and privilege to serve you and the American people as Administrator of the Transportation Security Administration.

We operate in a challenging, dynamic environment that requires our utmost dedication and professionalism. The United States faces a persistent threat from terrorist groups around the world and from homegrown violent extremists inspired by messages of hatred to do harm. Today, the threat is more decentralized, diffuse, and complex than ever before.

We swore an oath to defend our nation and secure our transportation systems and the people who use them. We must succeed in our important security mission. We will do this by adhering to our core values of Integrity, Innovation, and Team Spirit and following these three guiding principles:

### **Focus on Mission**

We will put mission first and collaborate with our partners to succeed.

### **Invest in People**

We will ensure our people are mission-ready, expertly trained, deliberately developed and led by value-based leaders.

### **Commit to Excellence**

We will pursue mission excellence through a culture of constant improvement and adaptation to evolving threats.

I have full faith and confidence in you, and I thank you for your commitment to our mission and your support of one another.

A handwritten signature in black ink, appearing to read "Peter Neffenger".



# INTEGRITY

Conduct ourselves in an honest, trustworthy manner at all times. Respect and care for others and the information we handle. Gain strength from the diversity in our cultures.

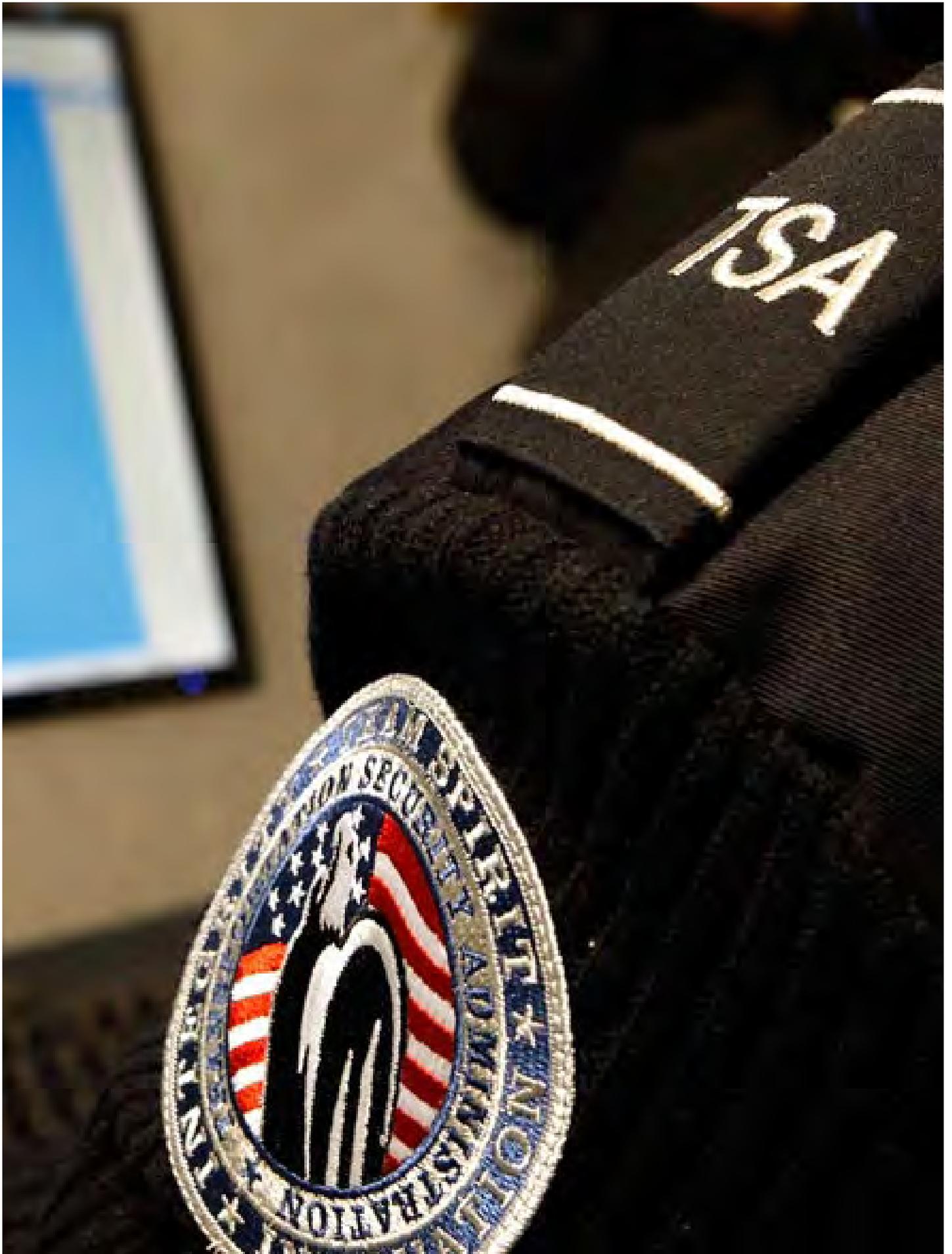
# INNOVATION

Have an enterprising spirit, striving for innovation and accepting the risk-taking that comes with it. Be courageous and willing to take on new challenges. Embrace and stand ready for change.

# TEAM SPIRIT

Be open, respectful, and dedicated to making others better. Have a passion for challenge, success, and being on a winning team. Build teams around our strengths.







# FOCUS ON MISSION

TSA will:

- ★ Leverage intelligence to inform operations and investments.
- ★ Employ a strategic, risk-based approach with measures of success to drive mission performance.
- ★ Sustain and expand security partnerships at home and abroad.



Our mission is second to none. We protect our nation, our fellow citizens, families and friends as they move about the Nation and the world. Ours is a critical national security mission. The attacks on 9/11 and the attempts that occurred since are a constant reminder of why TSA exists and why we come to work each day.

As a world leader in transportation security, we will continue to build and leverage the experience and skills of our people and the capabilities of our technologies to drive toward mission success. We will analyze and operationalize intelligence and apply risk-based principles to counter the plans of our determined adversaries.

We will employ a culture of operational evolution that constantly reevaluates assumptions, plans, and processes to achieve the highest level of mission excellence.

We are not in this alone. We will collaborate with federal, state, and local law enforcement agencies, private industry, and global stakeholders to strengthen our transportation systems and ensure the safety of our citizens when they travel.

**From all walks of life,  
we came forward to serve  
at an agency built of innovation,  
patriotism and steady virtue.**

**We are firm in our resolve  
to not yield to terror.**





# INVEST IN PEOPLE

TSA will:

- ★ Invest in training to improve skills for all employees and build TSA's future leaders.
- ★ Expand the TSA Academy into a world-class transportation security and leadership training facility.
- ★ Emphasize the importance of standards, values and accountability.

TSA's strength, resiliency and ability to adapt are rooted in our people. Our professional and diverse workforce is dedicated to our mission and each other, puts service before self, and lives TSA's core values of Integrity, Innovation, and Team Spirit.

We must invest in the people who swore an oath to protect our Nation because their development and well-being is critical to the success of our mission. We will attract, develop, and sustain a professional, capable workforce and empower them to succeed and grow to their fullest potential. We will respect those we serve and those who serve with us by performing our duties professionally, courteously, and ethically.

We will increase our investments in training and education programs to strengthen TSA's professional foundation and build future leaders. A common foundation of training will connect our workforce to a unified culture, strengthen the focus on mission, and build esprit de corps.



**Driven by a noble and critical mission  
I proudly serve with integrity and professionalism  
to protect my family, community and fellow citizens.**





# COMMIT TO EXCELLENCE

TSA will:

- ★ Adapt to evolving threats.
- ★ Set the global standard for transportation security.
- ★ Strengthen capabilities to develop, acquire, and deploy technology and other tools to drive mission success.



Our pursuit of excellence drives us to focus on the evolving threat. As our adversaries adapt, so will we. Given the dynamic threat environment, we will employ a strategic approach to ensure we strengthen our ability to detect, deter, and disrupt threat streams.

TSA will set the standard for transportation security in the fight against terrorism and will be the place where dedicated professionals want to work.

We will maximize the effectiveness of our people, processes and technologies while providing value through wise stewardship of resources and outstanding service to the traveling public. We will modernize our resource planning and deployment to obtain cutting-edge technologies to address evolving threats and enhance the capabilities of our people.



**Today, I recommit myself  
to my role in safeguarding  
my country and reaffirm  
my promise to the  
American people:**

**Not on My Watch.**



Forged on an anvil of cruel necessity  
and blood shed innocently,  
TSA was built urgently  
in a time of war, to preserve peace.

From all walks of life, we came forward to serve  
at an agency built of innovation,  
patriotism and steady virtue.  
We are firm in our resolve to not yield to terror.

Driven by a noble and critical mission  
I proudly serve with integrity and  
professionalism to protect my family,  
community and fellow citizens.

Today, I recommit myself  
to my role in safeguarding my country  
and reaffirm my promise to the American  
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*These words are inspired by the Cornerstone, a gift from The Department of Transportation commemorating TSA's creation and the transition in 2003 to the newly formed Department of Homeland Security.*



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