

~~SENSITIVE SECURITY INFORMATION~~

FEB 14 2013



Transportation
Security
Administration

INFORMATION

To: Robert Bray
Assistant Administrator/Director
Office of Law Enforcement
Federal Air Marshal Service

From: Roderick J. Allison 
Assistant Administrator
Office of Inspection

Subject: Federal Air Marshal Service (FAMS) Miami Field Office (MIAFO) Inspection
R120104

The Office of Inspection conducted an inspection of the FAMS MIAFO from January 14 - 17, 2013. The inspection covered the following sections: Management, Administration, Fiscal Responsibility, Space and Accountable Property, Security, Training, and Operations.

The inspection determined all areas were in compliance with applicable policies and directives.

Additionally, confidential interviews of the staff were conducted to gauge the morale, communication and overall effectiveness of the management team. Reference is made to the comprehensive confidential interview survey report for specific details regarding issues pro and con affecting morale and communication at the MIAFO.

On January 17, 2013, the results of this inspection were briefed to Acting Southeast Regional Director, Marie del Carmen Perez and Acting Supervisory Air Marshal in Charge, Abel Reynoso, MIAFO.

On January 30, 2013, the results of this inspection were briefed to Division Director David L. Hand, Office of Field Operations and Acting Southeast Regional Director, Marie del Carmen Perez.

Attached is the report for this inspection.

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cc: John S. Pistole, Administrator
J.W. Halinski, Deputy Administrator
Abel Reynoso, Acting Supervisory Air Marshal in Charge

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OFFICE OF INSPECTION – FAMS FIELD OFFICE PROFILE

The Federal Air Marshal Service (FAMS) Miami Field Office (MIAFO) inspection covered the period of review from January 1, 2012, through January 13, 2013. The onsite portion of the inspection was conducted from January 14 - 17, 2013.

Field Office	MIAFO
Area of Responsibility	South FL – Palm Beach to Key West; Puerto Rico & USVI
Current SAIC	Acting SAC ASAC Abel Reynoso
Previous SAIC	James E. Bauer – June 2002 – January 11, 2013 (retiring)
Acting SAIC Background	Los Angeles Police Department 1979-1985, Drug Enforcement Administration special agent, supervisor, country attaché 1985-2000, Federal Air Marshal Service, FAM, SFAM New York FO Investigations Division ASAC, HQS SAC, Miami ASAC, 2002-Present.
Deputy Assistant Director	Maria del Carmen Perez
FAMs on Flight Schedules	(b)(3):49 U.S.C. § 114(r)
FAMs-Ground Based	(b)(3) GBA FAMs: (b)(3) Operations; (b)(3) Instructors; (b)(3) JTTF; (b)(3) Liaison (b)(3) MIA (b)(3) FLL). Also: (b)(3) person-VIPR Squad; (b)(3) Military Leave. There are 14 Supervisory FAMs assigned to MIAFO.
Staff Interviews	(b)(3):49 confidential interviews were conducted with 86% of the MIAFO administrative staff, 100% of the supervisory federal air marshals, 33% of the federal air marshals and Field Office Focus Group combined. The results of the interviews are reported in the report of inspection.
Stakeholders	External interviews with the MIA and FLL federal security directors, Miami Dade Police Department, Broward County Sheriff's Department, Federal Bureau of Investigation, US Customs and

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	Border Protection, MIA Airport Authority, US Attorney's Office, Southern District of Florida, and six airline stakeholders disclosed no issues.
VIPR Partners	TSA, Miami Dade P.D, Broward Co Sheriff, Miami Dade Transit Authority, AMTRAK, CBP, USBP, USCG, CGIS, Monroe Co Sheriff, Palm Beach Co Sheriff, Miami Beach P.D, San Juan Puerto Rico P.D, St. Thomas, St. Croix P.D.
Highlighted Practices	<p>Noteworthy Practice – Location-Based Mission Exchange Program (LBMEP)</p> <p>The Mission Exchange Program, which is mandatory throughout the FAMS, has been managed and utilized at the MIAFO as a tool to improve quality of life for FAMS. Specifically, the program provides MIAFO FAMS a list of all overnight (RON) missions based on location. The list is maintained by the MIAFO Operations Section and updated monthly. The list shows locations where each FAM will RON during the roster period, allowing FAMS to exchange missions to cities they may prefer or have family members. The LBMEP is a valuable asset to the MIAFO FAMS, as well as field office leadership by helping to improve quality of life and overall morale.</p>
Other Issues	N/A
Lead Inspector's Background	Columbus Ohio Police Officer – 1980 to 1983; US Secret Service special agent, inspector, and assistant special agent in charge WFO – 1983 to 2004; TSA Office of Inspection special agent – 2004 to present.

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**Inspection Report
Miami Field Office
Federal Air Marshal Service
Conducted by the TSA Office of Inspection
January 14 – 17, 2013**

Report Number: R120104

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**REPORT OF FAMS FIELD OFFICE INSPECTION
MIAMI FIELD OFFICE
MIAMI, FLORIDA
ACTING SUPERVISORY AIR MARSHAL-IN-CHARGE (SAC) ABEL REYNOSO
INSPECTED BY THE OFFICE OF INSPECTION (OOI) ON JANUARY 14-17, 2013**

Inspection Lead: Raymond Ventura

Checklist Section and Subject	Compliant	Issues Corrected During Inspection	Issues to Address	Recommendation
1. MANAGEMENT	X			

All areas of this section were reviewed and determined to be compliant.

INTERVIEWS:

The inspection team conducted (b)(3) interviews of Miami Field Office (MIAFO) personnel to assess the morale, communication, and overall effectiveness of the management team. Those interviewed included the SAC, assistant SAC (ASAC), supervisory air marshals (SFAM), federal air marshals (FAM), Field Office Focus Group (FOFG) members, and the administrative staff. Reference is made to the abbreviated comprehensive interview survey report (CCISR) for specific details regarding issues pro and con affecting morale and communication at the MIAFO. The full report is available upon request. (Attachment 1)

The inspection team validated four issues brought forward as a result of the CCISR during the MIAFO inspection.

- **Ground Based Assignments (GBA) are not distributed fairly and/or lack consistency - (b)(3):49 U.S.C. § 114 7.46%.**

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Inspection Team Findings – The inspection team reviewed documentation and interviewed management to address this issue. The MIAFO strictly adheres to Business Management Office Letter No.3007, Protocols for the Staffing of Headquarters GBAs, dated July 23, 2012. The GBA positions are advertised and all FAMs are encouraged to apply. Once applications are received, they are evaluated and selections are made based on experience and merit. The GBAs are then announced and posted with beginning and ending dates of the assignment.

- **Awards/In-Position-Increases (IPI) are not distributed fairly and/or lack transparency** – (b)(3):49 U.S.C. § 1 4.48%.

Inspection Team Findings – The inspection team reviewed documentation and interviewed management showing the following awards were issued for the period of review.

FAMs

- (b)(2) FAMs received IPIs (increase from (b)(2) the previous year). (b) of the recipients of IPIs served at least six months in a GBA.
- (b) FAMs received non-IPI cash awards. (b)(2):4 of these recipients were GBAs.
- (b) FAMs received On-The-Spot Time Off Awards.

Management

- (b) personnel received IPIs.
- (3) personnel received non-IPI cash awards.
- (b)(2):4 person received an On-The-Spot Time Off Award.

Administration

- (b) person received an IPI.
- (3) personnel received non-IPI cash awards.
- (b)(2):4 personnel received On-The-Spot Time Off Awards.

The MIAFO utilizes an open and transparent process to assess how and which FAMs are awarded IPIs. Meetings with the ASACs and supervisors are convened during which each

individual FAM is evaluated. Additionally, comments are encouraged from supervisors allowing the office to create an "order of merit" list. The list is then presented to the SAC to distribute awards accordingly, by what is authorized and available. SFAMs then meet with each FAM to explain their award or IPI, and discuss any possible performance improvements, if necessary.

- **The promotion process is not fair and transparent** - (b)(3):49 U.S.C. § 11 4.48%.

Inspection Team Finding – The inspection team reviewed the MIAFO promotion process for the period of review. Neither the SAC nor the management of the MIAFO selects FAMs for promotion. Interested FAMs individually apply through an agency-wide open promotion process. Once a FAM applies for promotion, based on the FAMS' promotion process used through 2012, the application is evaluated and graded in two separate phases. First, the application is reviewed and rated by a panel of SFAMs selected by FAMS headquarters. Secondly, the SAC reviews the application evaluating the candidate's performance and provides a rating. Once this process is completed, the SAC's and panel's ratings are combined for a final score. FAMs receive their final score and are able to bid for any supervisory position when announced. The bid is then processed by FAMS Headquarters. The SAC receives a list of candidates and prepares a best qualified list. The list is then submitted to FAMS headquarters for final selection.

During the interview process, (b)(3):49 U.S.C. § 11 (87%) interviewees responded that management listens to employees' concern. Inspection of documentation and interviews with management determined the reasons for this high positive response: The SAC routinely meets with FAMs during training days to discuss the latest FAMS' policies, guidelines, comments, rumors or any other topic brought forward as an issue or concern. The ASACs and SFAMs regularly meet with all FAMs not only on training days, but individually anytime FAMs are in the office. The MIAFO also uses the Field Office Focus Group (FOFG) to formally respond to each issue raised. Management encourages FAMs to ask questions or raise concerns through their squad FOFG representatives and submit questions through an anonymous drop box. Management's official response is then uploaded to a SharePoint site, allowing each office employee to view the results. The MIAFO management maintains a robust open door policy allowing employees to discuss matters of concern with anyone in their chain of command. To further this, MIAFO ASACs implemented a series of quarterly communication workshops as a forum to openly discuss any issues without the presence of their supervisors so not to foster any fear of

retaliation. The workshops are mandatory for all employees to attend and everyone is encouraged to speak openly. FAMS highly value the workshops and this process has been a great success for improving the MIAFO moral and communication. The results of the workshops were publicized and are available for review. Last year the FAMS recognized the MIAFO for the success of the quarterly workshop program.

Risked Based Security (RBS)

One hundred percent (b)(3):49 of all the MIAFO personnel interviewed were familiar with RBS. The RBS training process was completed by broadcast messages, local emails, slide show, digital video disk and formal briefings by trained staff.

Overall Results – MIAFO Personnel (b)

Morale: Excellent 16%, Very Good 51%, Good 27%, Fair 4%, Poor 2%
Communications: Excellent 49%, Very Good 37%, Good 9%, Fair 3%, Poor 2%

OOI conducted the last inspection of the MIAFO in February 2010. A comparison of interview results from 2010 to 2013 is provided.

Managers – Morale

	Excellent	Very Good	Good	Fair	Poor
2010	14%	43%	43%		
2013	33%	42%	25%		

Managers – Communication

	Excellent	Very Good	Good	Fair	Poor
2010	43%	43%	14%		

2013 83% 17%

Administration – Morale

	Excellent	Very Good	Good	Fair	Poor
2010		37%	50%		13%
2013	17%	83%			

Administration – Communication

	Excellent	Very Good	Good	Fair	Poor
2010		25%	63%		13%
2013	67%	33%			

FAMs – Morale

	Excellent	Very Good	Good	Fair	Poor
2010	12%	36%	16%	28%	8%
2013	12%	49%	31%	6%	2%

FAMs – Communications

	Compliant	Minor Issues	Issues	Major	Other
2010	32%	36%	20%	12%	
2013	39%	43%	12%	4%	2%

Checklist Section and Subject	Compliant	Issues Corrected During Inspection	Issues to Address	Recommendation
2. ADMINISTRATION	X	X		

All areas of this section were reviewed with a minor discrepancy identified and corrected during the inspection.

The inspection team reviewed (b) (3):4 time and attendance records for 26 pay periods. One minor discrepancy was noted. Six Standard Forms 71, Request for Leave, were missing the employees' signature. This issue was brought to the attention of management and corrected to achieve compliance.

Checklist Section and Subject	Compliant	Issues Corrected During Inspection	Issues to Address	Recommendation
3. FISCAL	X	X		

All areas of this section were reviewed with a minor discrepancy identified and corrected during the inspection.

During the pre-inspection self-assessment process MIAFO determined there were three occasions when FAMs used their government issued travel cards for non-official business. When brought to the attention of management each incident was documented with an incident tracking report and revealed no misconduct or criminal intent.

- One FAM mistakenly used his travel card to purchase personal gas.
- A disputed charge was made to travel card (reimbursed to FAM).
- A hotel accidentally charged a FAM's travel card (on file) instead of personal card at a hotel while on personal travel.

The inspection team determined the MIAFO ensures all personnel abide by TSA guidelines by periodically reviewing directives related to incurring government issued travel card expenses and communicates these policies to all MIAFO personnel.

Checklist Section and Subject	Compliant	Issues Corrected During Inspection	Issues to Address	Recommendation
4. SPACE	X	X		

All areas of this section were reviewed with a minor discrepancy identified and corrected during the inspection.

During the pre-inspection self-assessment process the MIAFO determined seven office telephones were reported lost, stolen, or destroyed. The MIAFO completed the required Report of Survey (ROS), per Office of Law Enforcement/FAMS Automated Targeting System 4402, for each of these items. Additionally, ROS were also prepared for two Uniden radios and one Dell computer. All ROS forms were prepared in a timely manner and contained the appropriate dates, signatures, and serial numbers for the missing items.

Subsequently, the MIAFO prepared TSA Form 2803, Incident Report, as required by TSA Personal Property Management Manual, version 2.0, for the missing property described above; however, it was not submitted to Office of Security as required. When brought to the attention of

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management, corrective action was implemented to achieve compliance.

Checklist Section and Subject	Compliant	Issues Corrected During Inspection	Issues to Address	Recommendation
5. SECURITY	X			

All areas of this section were reviewed and determined to be compliant.

Checklist Section and Subject	Compliant	Issues Corrected During Inspection	Issues to Address	Recommendation
6. TRAINING	X	X		

All areas of this section were reviewed and minor discrepancies were identified which were corrected during the inspection.

During the pre-inspection self-assessment process MIAFO determined some of the Federal Air Marshal Field Training Program (FFTP) files were destroyed inadvertently during the office reconstruction because they were stored in an unmarked box. In order to achieve compliance, the FFTP coordinator provided a memo detailing the audit conducted concerning this matter, and the control process put in place to ensure that this would not reoccur. (Attachment 2)

The inspection team identified and determined eight MIAFO personnel who were not current in the completion of required Online Learning Center (OLC) training courses. This issue was brought to the attention of management and corrected to achieve a 100% completion rate associated with OLC training courses.

The inspection team identified and determined none of the three assigned emergency medical technicians (EMT) had completed the minimum of eight hours of field training per month as

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required by FLD 3914, dated November 6, 2012. Since this is a new policy, when brought to the attention of management, the inspection team requested and received a schedule plan memorandum. The training will be completed during the first quarter of 2013 to achieve compliance. (Attachment 3)

Checklist Section and Subject	Compliant	Issues Corrected During Inspection	Issues to Address	Recommendation
7. OPERATIONS	X	X		

All areas of this section were reviewed and minor discrepancies were identified which were corrected during the inspection.

Noteworthy Practice – Location-Based Mission Exchange Program (LBMEP)

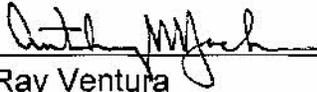
The Mission Exchange Program, which is mandatory throughout the FAMS, has been managed and utilized at the MIAFO to improve quality of life for FAMS. Specifically, the program provides MIAFO FAMS a list of all overnight (RON) missions based on location. The list is maintained by the MIAFO Operations Section and updated monthly. The list shows locations where each FAM will RON during the roster period, allowing FAMS to exchange missions to cities they may prefer or have family members. The LBMEP is a valuable asset to the MIAFO FAMS, as well as field office leadership by helping to improve quality of life and overall morale.

ATTACHMENTS	
Attachment Number	Description
1	CCISR final report, dated December 21, 2012
2	MIAFO FAMS FTTP Records Audit memorandum, dated December 6, 2012
3	MIAFO FAMS EMT Training Schedule Plan, dated January 22, 2013

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Report prepared by:



~~for~~ Ray Ventura
Special Agent
Inspections Branch
Audits and Inspections Division

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ATTACHMENT

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MIAFO FAMS ISP – CCISR Final Report

Total CIs conducted: (b)(3):49

Interviewed MIAFO FAMS Groups

Response	Chart	Frequency	Count
FAM/FOFG		73.13%	(b)(3):49 U.S.C. § 114(r)
Administrative/Support Personnel		8.96%	
Supervisory FAM		14.93%	
SAC/DSAC/ASAC		2.99%	
AFSD-LE		0.00%	
		Total Responses	

Morale

1: How would you rate the overall morale in this field office?

Response	Chart	Frequency	Count
Excellent		16.42%	(b)(3):4 9
Very Good		50.75%	U.S. C. § 114 (r)
Good		26.87%	
Fair		4.48%	
Poor		1.49%	
		Total Responses	

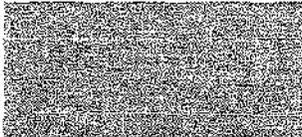
MIAFO FAMS group rating and percentages for morale

1: How would you rate the overall morale in this field office?

		Excellent	Very Good	Good	Fair	Poor	Total
FAM/FOFG	Count	(b)(3):49 U.S.C. § 114(r)					
	% by Row	12.2%	49.0%	30.6%	6.1%	2.0%	100.0%
Administrative/Support Personnel	Count	(b)(3):49 U.S.C. § 114(r)					

	% by Row	16.7%	83.3%	0.0%	0.0%	0.0%	100.0%
Supervisory FAM	Count	(b)(3):49 U.S.C. § 114(r)					
	% by Row	30.0%	40.0%	30.0%	0.0%	0.0%	100.0%
SAC/DSAC/ASAC	Count	(b)(3):49 U.S.C. § 114(r)					
	% by Row	50.0%	50.0%	0.0%	0.0%	0.0%	100.0%
AFSD-LE	Count	(b)(3):49 U.S.C. § 114(r)					
	% by Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Total	Count	(b)(3):49 U.S.C. § 114(r)					
	% by Row	16.4%	50.7%	26.9%	4.5%	1.5%	100.0%

2: Why did you give the rating about morale that you did?

Response	Chart	Frequency	Count
Management is engaged with the workforce and addresses issues		74.63%	(b)(3):49 U.S.C. § 114(r)
Quality of life issues are addressed by management and the FOFG		73.13%	(b)(3):49 U.S.C. § 114(r)
All levels of management are consistent with timely information to the employees		52.24%	(b)(3):49 U.S.C. § 114(r)
GBAs are distributed with a fair and transparent process		49.25%	(b)(3):49 U.S.C. § 114(r)
Awards and IPIS are distributed with a fair and transparent process		35.82%	(b)(3):49 U.S.C. § 114(r)
Other (If you check this box, please fill out the next question)		35.82%	(b)(3):49 U.S.C. § 114(r)

GBAs are not distributed fairly and/or lack transparency	7.46%
Quality of life issues are not a priority to the management	5.97%
Management displays favoritism	5.97%
Awards and IPIs are not distributed fairly and/or lack transparency	4.48%
Lack of a career development program	4.48%
Promotion process is not fair and transparent	4.48%
HQ requests are unreasonable and do not consider the field	2.99%
Management is overbearing, intimidating, retaliatory	2.99%
Management does not solicit input from employees prior to implementing changes	1.49%

Total Responses

(b)
(3):
49
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114
(r)

3: Do you understand how to communicate issues, problems and/or grievances within the field office (FOFG, EAP, Ombudsman, etc.)?

Response	Chart	Frequency	Count
Yes		100.00%	(b) (3): 49
No		0.00%	0
Total Responses			(b) (3): 4

Communications

4: How would you rate the overall communications in the field office?

Response	Chart	Frequency	Count
Excellent		49.25%	(b)(3): 49 U.S. C. § 114 (r)
Very Good		37.31%	
Good		8.96%	
Fair		2.99%	
Poor		1.49%	
Total Responses			

MIAFO FAMS group rating and percentages for communication

4: How would you rate the overall communications in the field office?

		Excellent	Very Good	Good	Fair	Poor	Total
FAM/FOFG	Count	(b)(3):49 U.S.C. § 114(r)					
	% by Row	38.78%	42.86%	12.24%	4.08%	2.04%	100.00%
Administrative/Support Personnel	Count	(b)(3):49 U.S.C. § 114(r)					
	% by Row	66.67%	33.33%	0.00%	0.00%	0.00%	100.00%
Supervisory FAM	Count	(b)(3):49 U.S.C. § 114(r)					
	% by Row	80.00%	20.00%	0.00%	0.00%	0.00%	100.00%
SAC/DSAC/ASAC	Count	(b)(3):49 U.S.C. § 114(r)					
	% by Row	100.00%	0.00%	0.00%	0.00%	0.00%	100.00%
AFSD-LE	Count	(b)(3):49 U.S.C. § 114(r)					
	% by Row	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
Total	Count	(b)(3):49 U.S.C. § 114(r)					

% by Row
 49.25% 37.31% 8.96% 2.99% 1.49% 100.0%

5: Why did you give the rating about communications that you did?

Response	Chart	Frequency	Count
Management listens to employee's concerns		86.57%	(b) (3):4 9 U.S. C. § 114 (r)
Management has an open door policy and communication flow is clear		83.58%	
Management communicates needed information timely		76.12%	
Other (If you check this box please fill out the next question)		22.39%	
Management needs to listen to the concerns of the FAMs		5.97%	
Management needs to address concerns timely (rumor control)		2.99%	
Information flow to and from headquarters is bad		2.99%	
More meetings with personnel are needed to communicate key issues		2.99%	
Management does not provide feedback on issues		2.99%	
Communication is not clear, it is simply handed down from management and it is assumed that it is interpreted correctly		1.49%	
Information is not passed in a timely fashion		1.49%	
Information passed needs to be memorialized, i.e.: email,		1.49%	

newsletters, for future reference if needed

Total Responses

(b)
(3):4

5 - Explanation:

If the answer is **other**, please explain.

Response

Sometimes information is not always passed to the administrative staff as it is to the law enforcement staff.

Communication workshops held by the SAC over the past year have been beneficial to the workforce.

Communication varies among management staff; some managers communicate very good, others poorly.

FOFG is very helpful in regards to communication; SAC provides an open forum for employees and has always made time during training to meet with employees and hear/answer their questions/concerns.

Information/messages are posted via meetings, briefings, email, electronic monitors, etc. Employees are provided plenty of information.

Former SFAM Rosado did not have good communication skill or interpersonal skills.

FAMs are afraid to be outspoken regarding injuries for fear of being classified as a liar.

Total Responses

(b)
(3):

FAM 1: How would you rate the effectiveness of FAMS HQ to address issues which are important to FAMs?

Response	Chart	Frequency	Count
Excellent		12.24%	(b) (3):
Very good		28.57%	49
Good		44.90%	U.S .C. \$ 114
Fair		10.20%	(r)
Poor		4.08%	
		Total Responses	

FAM 1 - Explanation: If the answer for FAM question number one is **Good, Fair, or Poor** what has FAM HQ failed to address?

Response

Adjudications for employee discipline actions are taking too long.

There are too many levels of bureaucracy in addressing issues which makes HQ less effective. For example, solutions for addressing the results of the sleep study are not realistic. (i.e. - get more sleep and drink more water)

Working groups and studies (sleep) don't seem to work or matter; they have not caused needed changes, and they have not made an impact on what has been changed. Employees are unsure if the Director even gets the correct information.

It takes a long time for change to occur and issues to be addressed.

HQ emails not implemented here at office. Quality of life improvement issues come out of HQ, such as not working after 6PM on Fridays. MIA does not stick to this and says it's just a guideline.

The entire review process from beginning to end and getting a decision back from HQ is currently too long. Relevant issues may fall by the wayside by the time it reaches the Director's level in the current process.

Communication is poor between HQ and the field. They do not always have the intelligence communications they should have in order to alert FAMs in the field. HQ needs to develop better intelligence resources.

The process for ITR issues takes too long which results in FAMs being caught in limbo and not being able to get awards, promotions, volunteer transfers and GBAs until resolved, which can take 8 months; also, the oversight people of the ITRs (OPR) are not FAM personnel and don't know or understand how the process affects the FAMs.

Salary issues and lack of career path. Results of "sleep study" have not been implemented.

HQ does not have a true appreciation for the work and work schedules of the flying FAMs, even though it is improving as flying FAMs are promoted (i.e., there are full performance I-Band FAMs making much less salary than other I-Band FAMs who do the same work, but came to the FAMS in the early days.

FAMS HQ does not provide enough oversight of field SACs to ensure that are in compliance with policy (i.e. the Senior FAM policy in the Miami Field Office - extra procedure was implemented which was not approved by HQ - mentoring question was based more on personality and not the experience of the senior FAM candidate.)

Life style/quality of life issues; lately, seems HQ has back-tracked on some issues such as scheduling. Also, health concerns of flying FAMs don't seem to be addressed by HQs.

Lack of recognition for an award.

Do not have a clear and transparent reason for promotions.

Total Responses

(b)
(3)

FAMs concerns are being listened to more now than before.

Leadership needs to try harder to get TSA converted to the GS scale.

OPR does not have FAM experience and should not be judging other FAMs for disciplinary action.

HQ listens to focus groups findings and/or requests.

Rated as excellent; however, FAM is too new to comment on specifics.

Total Responses

(b)
(3) 4

FAM 3: Do you believe management works effectively to resolve issues raised by the FOFG?

Response	Chart	Frequency	Count
Yes		91.84%	(b) (3): 49
No		8.16%	U.S. .C. §
		Total Responses	114

FAM 3 - If the answer for the question is **no**, can you describe an example of an issue raised by the FOFG, which field office management failed to address?

Response

When issues are brought up by the FOFG, the SAC is not willing to discuss some of the issues.

FAMS needs to survey other offices and adopt solutions (quality of life issues) that might be applicable to their own office.

Total Responses

(b)
(3) 49

FAM 5: Did your SFAM provide meaningful feedback to you during your last performance appraisal?

Response	Chart	Frequency	Count
Yes		91.84%	(b) (3):49
No		8.16%	U.S.C. § 114 (r)
		Total Responses	

FAM 5 - If the answer for FAM question number five is **no**, please explain.

Response

SFAM (b)(6); (b)(7)(C) did not give any meaningful feedback during performance evaluation meetings.

SFAM did not provide any information during the performance appraisal.

SFAM (b)(6); (b)(7)(C) didn't really know the job of the FAM so he could not give appropriate guidance and feedback.

The SFAM had poor managerial skills and was eventually sent to a leadership school for improvement. Also, the SFAM's communication skills were poor.

Total Responses

(b)(7)(C)

Admin/Support 1: Does the SAC or their designee hold periodic office meetings to directly communicate key topics to the administrative/support personnel?

Response	Chart	Frequency	Count
Yes		100.00%	(b)(3): 9 U.S.C. § 114
No		0.00%	
Total Responses			

Admin/Support 2: Did your supervisor provide an explanation of what was expected regarding your performance at the beginning of the current performance rating period?

Response	Chart	Frequency	Count
Yes		100.00%	(b)(3): 49 U.S.C. § 1
No		0.00%	
Total Responses			

Admin/Support 3: Does your immediate supervisor provide you with meaningful feedback regarding your inquiries and performance?

Response	Chart	Frequency	Count
Yes		100.00%	(b)(3): 49 U.S.C. § 1
No		0.00%	
Total Responses			

SAC/DSAC/ASAC 8: How would you rate overall communication with FAMS/HQ?

Response	Chart	Frequency	Count
Poor		0.00%	(b) (3):49
Fair		0.00%	U.S.C § 114(r)
Good		50.00%	
Very Good		0.00%	
Excellent		50.00%	
Total Responses			

SAC/DSAC/ASAC 9: Has the office had any EEO complaints during this rating period?

Response	Chart	Frequency	Count
Yes		100.00%	(b) (3):49
No		0.00%	U. S. C. § 1
Total Responses			

SAC/DSAC/ASAC 9 - Explanation: If the answer for the question is **yes**, please explain.

Response

Approximately three EEO's; i.e. promotion selections, work assignments, awards, etc...

Two individuals have filed EEO's in the review period (2012).

One issue is lack of African American diversity in management. Another individual feels retaliated against by management because of Hispanic heritage and age (over 40).

Total Responses

(b)
(3):4

Last: Are you aware of any criminal behavior or misconduct by any TSA employee(s)?

Response	Chart	Frequency	Count
Yes		0.00%	(b) (3):4
No		100.00%	9 U.S. C. § 114 (r)
Total Responses			

ATTACHMENT

2

~~SENSITIVE SECURITY INFORMATION/FOR OFFICIAL USE ONLY~~

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Transportation
Security
Administration

DATE: December 6, 2012

MEMORANDUM FOR: Timothy Cayton
Assistant Supervisory Air Marshal in Charge

FROM: (b)(6);(b)(7)(C)
Supervisory Federal Air Marshal

SUBJECT: FFTP Records Audit

On December 3-5, 2012, I conducted a comprehensive audit of all FFTP files. The following deficiencies were noted:

Missing Files:

[redacted] - destroyed
(b)(3):49 U.S. [redacted] - destroyed
114(r) [redacted] - destroyed
[redacted] partially destroyed

Missing Documents/Signatures:

(b)(3):49
Signatures
Critiques

(b)(3):49
Signatures

(b)(3):49
Signatures

(b)(3):49
Signatures

(b)(3):49
Signatures
Critiques
Practical Application Checklist

(b)(3):49
Signatures

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Practical Application Checklist

(b)(3):49
Signatures

(b)(3):4
1 Signature

(b)(3):49
Signatures

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Practical Application Checklist
Signatures
1 Critique

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Practical Application Checklist

(b)(3):49 U.S
Signatures

(b)(3):49
Critiques
5 Weekly Assessments

(b)(3):49
Signatures
Critiques

(b)(3):49
1 Signature

Signatures: Denotes one or more missing signatures on FFTP Weekly Assessment, Critique(s) or on Practical Application Checklists.

Critiques: Missing FFTP Critique(s)

Practical Application Checklist: missing Practical Application Checklist

Assessments: missing Weekly FFTP Assessment

During the course of this audit, it was found that some FFTP files, and portions of others, had been mistakenly destroyed during the Field Office renovation. During the renovation, the filing cabinet in which the FFTP files were stored was repeatedly moved. At some point during these moves, files were removed from the filing cabinet and comingled with other documents. It was during this time period that the FFTP files of FAMS (b)(3):49 U.S.C. § 114(r) were shredded. Portions of other files, identified above as missing checklists or critiques, were likely also destroyed.

To prevent a recurrence, FFTP files are now stored in the Field Office file storage room in a marked box.

To ensure that future FFTP files are complete and in compliance with FLD 8131, the Field Office FFTP Coordinator will conduct an audit of each FFTP file upon the FFTP Trainees completion of the program.

~~SENSITIVE SECURITY INFORMATION~~

ATTACHMENT

3

~~SENSITIVE SECURITY INFORMATION/FOR OFFICIAL USE ONLY~~

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*Office of Law Enforcement
Federal Air Marshal Service*

U.S. Department of Homeland Security
13800 NW 14th Street, Suite 110
Sunrise, Florida 33323



**Transportation
Security
Administration**

DATE: January 22, 2013

MEMORANDUM FOR: Abel Reynoso
Acting Supervisory Air Marshal in Charge

THROUGH: Jean Nicole
Acting Supervisory Federal Air Marshal

FROM: (b)(6);(b)(7)(C)
Senior Federal Air Marshal

SUBJECT: DHS Credentialed EMTs and Paramedics Field Training

DHS Credentialed EMTs and Paramedics that maintain a current Emergency Medical Technician or Paramedic certification from a sanctioning body are included in the FAMS EMS Program shall be permitted to utilize Non Mission Status (NMS) dates to participate in field experience training and Continuing Education Unit (CEU) programs to complete their recertification and to maintain their skills.

The Miami Field Office EMS Team has been participating in a "Ride Along" program with the Sunrise Fire Department since September 2007. Increased mission tempo and fewer available NMS days have not allowed us to effectively schedule our medics for this specialized field training in the last several months.

FLD 3914 was signed by Director Bray on November 6, 2012 stating in sub category (C/5) that DHS Credentialed EMTs and Paramedics are required to participate in at least eight hours of EMS field training per month when operational tempo permits. Starting in February, the Miami Field Office has begun scheduling its Medics to ride with Sunrise as well as work in local Emergency Rooms to comply with the new policy.