



Transportation
Security
Administration

MAR 12 2015

ACTION

To: Roderick J. Allison
Assistant Administrator
Office of Law Enforcement/Federal Air Marshal Service

From: Sophia D. Jones *Sophia Jones*
Assistant Administrator
Office of Inspection

Subject: Federal Air Marshal Service (FAMS) San Francisco Field Office (SFO)
Inspection R150009

The Office of Inspection conducted an inspection of the FAMS San Francisco Field Office (SFO) from February 23-26, 2015. The inspection covered the following sections: Management, Administration, Fiscal Responsibility, Property, Security, Training, and Operations. The inspection determined all areas were in compliance with applicable policies and directives.

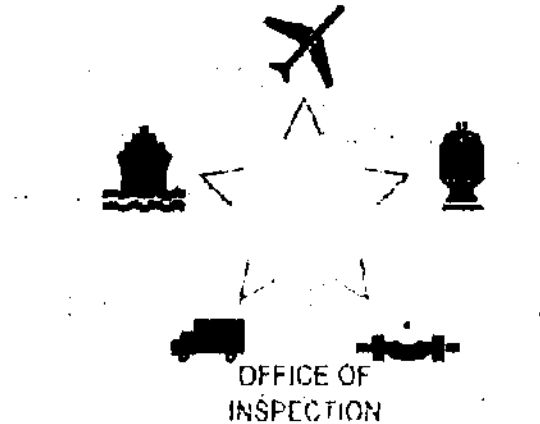
Additionally, confidential interviews of the staff were conducted to assess the morale, communication, and overall effectiveness of the management team. Reference is made to the confidential interview report for specific details regarding issues affecting morale and communication at SFO.

On February 26, 2015, the results of this inspection were briefed to the SFO Supervisory Air Marshal-in-Charge (SAC) Douglas Hladky and SFO Assistant Supervisory Air Marshal-in-Charge (ASAC) John Poisso.

Attached is the final report.

cc: Melvin J. Carraway, Acting Administrator
Mark O. Hatfield Jr., Acting Deputy Administrator
Colleen Callahan, Deputy Assistant Administrator, OLE/FAMS
David L. Hand, Division Director, FAMS Field Operations Division
Douglas Hladky, Supervisory Air Marshal-in-Charge

~~SENSITIVE SECURITY INFORMATION~~



**OFFICE OF LAW ENFORCEMENT/
FEDERAL AIR MARSHAL SERVICE**

SAN FRANCISCO FIELD OFFICE INSPECTION

FEBRUARY 23-26, 2015

SUPERVISORY AIR MARSHAL IN CHARGE DOUGLAS HLADKY

Report Number: R150009

~~WARNING: THIS RECORD CONTAINS SENSITIVE SECURITY INFORMATION THAT IS CONTROLLED UNDER 49 CFR PARTS 15 AND 1520. NO PART OF THIS RECORD MAY BE DISCLOSED TO PERSONS WITHOUT A "NEED TO KNOW," AS DEFINED IN 49 CFR PARTS 15 AND 1520, EXCEPT WITH THE WRITTEN PERMISSION OF THE ADMINISTRATOR OF THE TRANSPORTATION SECURITY ADMINISTRATION OR THE SECRETARY OF TRANSPORTATION. UNAUTHORIZED RELEASE MAY RESULT IN CIVIL PENALTIES OR OTHER ACTION. FOR U.S. GOVERNMENT AGENCIES, PUBLIC RELEASE IS GOVERNED BY 5 U.S.C. 552 AND 49 CFR PARTS 15 AND 1520~~



FINAL REPORT OF FAMS FIELD OFFICE INSPECTION

**SAN FRANCISCO FIELD OFFICE (SFO)
SAN FRANCISCO, CA
SUPERVISORY AIR MARSHAL-IN-CHARGE (SAC) DOUGLAS HLADKY**

**INSPECTED BY THE OFFICE OF INSPECTION (OOI)
FEBRUARY 23-26, 2015**

Inspection Lead: Robert Jones

Checklist Section and Subject	Compliant	Issues Corrected During Inspection	Issues to Address	Re-inspection Warranted
1. MANAGEMENT	X			

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

LIAISON INTERVIEWS

The San Francisco Field Office (SFO) regularly maintains liaison contact with law enforcement agencies within their area of responsibility (AOR). Each contact expressed that SAC Hladky and the AFSD-LEs assigned to airports within the AOR are responsive, available, and interact regularly with each of their offices. Additionally, they all reported that the SFO maintains a visible presence and garners the respect of the law enforcement community.

CONFIDENTIAL INTERVIEWS

The inspection team conducted (b) confidential interviews of SFO personnel to assess the morale, communication, and overall effectiveness of the management team. Those interviewed included (b)(3);49 U.S.C. § 114(f) 2 Administrative personnel, and 1 ASAC. Overall, morale decreased from an average score of 4.20 in 2012 to an average score of 3.69 in 2015. Communications decreased from an average score of 4.28 in 2012 to an average score of 3.90 in 2015.

Morale

Summary	Excellent	Good	Average	Fair	Poor
FEB 2012	43%	31%	15%	2%	7%
FEB 2015	35%	28%	17%	14%	7%

SFAMs, ASAC, Admin	Excellent	Good	Average	Fair	Poor
FEB 2012	50%	38%	13%	0%	0%
FEB 2015	30%	40%	10%	20%	0%

~~WARNING: This record contains Sensitive Security Information that is controlled under 49 CFR parts 15 and 1520. No part of this record may be disclosed to persons without a "need to know", as defined in 49 CFR parts 15 and 1520, except with the written permission of the Administrator of the Transportation Security Administration or the Secretary of Transportation. Unauthorized release may result in civil penalty or other action. For U.S. government agencies, public disclosure is governed by 5 U.S.C. 552 and 49 CFR parts 15 and 1520.~~

SENSITIVE SECURITY INFORMATION

FAMs	Excellent	Good	Average	Fair	Poor
FEB 2012	49%	32%	14%	3%	3%
FEB 2015	33%	26%	20%	13%	9%
Communication					
Summary	Excellent	Good	Average	Fair	Poor
FEB 2012	50%	22%	22%	6%	0%
FEB 2015	29%	45%	12%	14%	0%
SFAMs, ASAC, Admin	Excellent	Good	Average	Fair	Poor
FEB 2012	38%	50%	13%	0%	0%
FEB 2015	20%	50%	20%	10%	0%
FAMs	Excellent	Good	Average	Fair	Poor
FEB 2012	54%	22%	19%	5%	0%
FEB 2015	28%	46%	11%	15%	0%

The inspection team reviewed the following four issues brought forward as a result of the confidential interviews:

- **Awards or In-Position-Increases (IPI) are not distributed fairly and/or lack transparency** (b)(3):49 U.S.C. § 114(r) or 6.9 percent) – The inspection team reviewed documentation, interviewed management and determined that during the inspection period, (b)(3) employee awards, which consisted of IPIs, monetary, time-off, special achievement, or a combination of these awards, were issued at the SFO. This was consistent with other FAM offices for the same timeframe.
- **Promotion process is not fair and transparent** (b)(3):49 U.S.C. § 114(r) or 10.3 percent) – After reviewing documentation and interviewing management, the inspection team determined that during the inspection period, (b)(3):4 Senior FAMS were selected and the selection panel followed the the processes and procedures outlined in FLD 7303. No promotion discrepancies were noted.
- **Lack of overall staffing** (b)(3):49 U.S.C. § 114(r) or (b)(3):49 U.S.C. § 114(r) percent) – Currently, SFO is staffed with (b)(3) employees and FAM staffing is expected to increase in size due to pending transfers and agency re-alignment. It should be noted that SFO has lost key staff members in the administrative group between 2012- 2014. Staffing within the administrative series remains problematic due to competition from the private sector and cost of living expenses in the San Francisco metro area.
- **International Mission Recovery Time Affects Morale** (b)(3):49 U.S.C. § 114(r) or 8.6 percent) – During the confidential interviews, FAMs reported that flight schedules (b)(3):49 U.S.C. § 114(r). SAC Hladky validated that international missions have (b)(3):49 U.S.C. § 114(r) between 2013 to present. (b)(3):49 U.S.C. § 114(r)
 (b)(3):49 U.S.C. § 114(r)
 (b)(3):49 U.S.C. § 114(r)

~~WARNING: This record contains Sensitive Security Information that is controlled under 49 CFR parts 15 and 1520. No part of this record may be disclosed to persons without a "need to know" as defined in 49 CFR parts 15 and 1520, except with the written permission of the Administrator of the Transportation Security Administration or the Secretary of Transportation. Unauthorized release may result in a penalty or other action. For U.S. government agencies, public disclosure is governed by 5 U.S.C. 552 and 49 CFR parts 15 and 1520.~~

~~SENSITIVE SECURITY INFORMATION~~

Checklist Section and Subject	Compliant	Issues Corrected During Inspection	Issues to Address	Re-inspection Warranted
2. ADMINISTRATION	X	X	X	

All areas of this section were inspected with two issues corrected during the inspection and four issues to address.

Annual, Sick, Family Medical, and Military Leave, and Leave Without Pay

TSA Form 1198A and TSA Form 1196 are required checklists for TSA employees on extended Leave Without Pay (LWOP) or on extended military leave over 30 days. However, these checklists were not being used at SFO. The issue was brought to the attention of management and corrected.

Records Management

SFO self-identified that employee personnel file (EPF) management was not conducted per TSA requirements and initiated a corrective action plan (CAP) to address deficiencies across multiple areas. Additionally, the inspection team found multiple issues at SFO in the Records Management Files Classification System (RMFCS) and amended the original CAP to address the following issues. Records such as awards, performance plans, medical, time and attendance, and FMLA were not appropriately filed in accordance with the RMFCS categories. File cabinet labels did not reflect designated file codes and titles and did not indicate destruction and disposition periods in accordance with TSA MD 200.8, RMFCS; Section 6.A(4).

Employee Exit Clearance Procedures

The TSA HRAccess Exit Clearance Processing Guide requires the TALX Employee Separation Form be sent to the unemployment compensation representative by the designated clearance official (DCO). The inspection team reviewed SFO EPFs and found that 10 of 22 exit forms (45 percent) were not sent to the unemployment representative upon notification of the employee's separation. A CAP was developed to address this deficiency.

SFO has lost key staff members in the administrative group between 2012-2014, and have been doing their best to meet administrative requirements. SFO recently hired a new Administrative Officer (AO) who is working diligently to develop record structure and has instituted processes to address shortfalls in the area of records management.

Checklist Section and Subject	Compliant	Issues Corrected During Inspection	Issues to Address	Re-inspection Warranted
3. FISCAL RESPONSIBILITY	X			

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

Checklist Section and Subject	Compliant	Issues Corrected During Inspection	Issues to Address	Re-inspection Warranted
4. SPACE & ACCOUNTABLE PROPERTY	X	X	X	

All areas of this section were inspected with two issues corrected during the inspection and one issue to address.

Accountable Property Inventory

TSA MD 200.57, 5I (10) and TSA Personal Property Management Manual, Version 3.0 requires that property hand receipts (TSA Form 256) contain signatures from both the assigned Property Custodian (PC) and Accountable Property Officer (APO) when accountable property is issued to employees. Thirty-five (35) of 245 property hand receipts (14 percent) did not have the required signatures. This issue was brought to the attention of management and corrected.

Government Vehicles

TSA MD 200.53 6F (1) requires that government vehicle users utilize TSA Form 209 to record mileage, fueling, and the vehicle identity operator. SFO self-identified that the forms were not consistently used or reviewed monthly by the assigned Vehicle Control Officer (VCO) and implemented a CAP to address the deficiency.

~~WARNING: This record contains Sensitive Security Information that is controlled under 49 CFR parts 15 and 1520. No part of this record may be disclosed to persons without a "need to know" as defined in 49 CFR parts 15 and 1520, except with the written permission of the Administrator of the Transportation Security Administration or the Secretary of Transportation. Unauthorized release may result in civil penalty or other action. For U.S. government agencies, public disclosure is governed by 5 U.S.C. 552 and 49 CFR parts 15 and 1520.~~

Wireless Communication Devices

TSA MD 1400.4, 5D(2) & 7D(3) and OLE FAMS Policy FLD 4431 requires the monthly monitoring of FAMs wireless devices (cell phones) to ensure that usage is within acceptable parameters. SFO self-identified the lack of monthly monitoring of FAMs cell phones and implemented a CAP to correct this deficiency. The inspection team determined that sufficient processes are now in place to monitor cell usage and closed the CAP.

Checklist Section and Subject	Compliant	Issues Corrected During Inspection	Issues to Address	Re-inspection Warranted
5. SECURITY	X			
All areas of this section were inspected and were determined to be compliant.				

Checklist Section and Subject	Compliant	Issues Corrected During Inspection	Issues to Address	Re-inspection Warranted
6. TRAINING	X			
All areas of this section were inspected and were determined to be compliant.				

Checklist Section and Subject	Compliant	Issues Corrected During Inspection	Issues to Address	Re-inspection Warranted
7. OPERATIONS	X	X	X	
All areas of this section were inspected with one issue corrected during the inspection and one issue to address.				

Routine Operations and FAM Mission Scheduling

OLE/FAMS Directive 6006 requires that all Ground Based Assigned (GBA) FAMs complete a minimum of one mission flight per roster period and missions are tracked. The SFO self-identified the lack of GBA mission tracking for 2012 and 2013, and implemented a CAP to correct this deficiency. The inspection team determined the SFO process sufficiently addressed the tracking issue and closed the CAP.

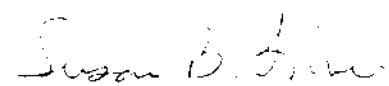
Mission Deployments

OLE/FAM FLT Policy 6001 states that pre-mission checklists must be completed. The inspection team reviewed (b) (3) (49 U.S.C. § 114(r)) (100 percent) of the pre-mission checklists for roster period number 166. (b) (3) (49 U.S.C. § 114(r)) (24 percent) were not completed or were missing signatures and a CAP was developed to address this issue.

Noteworthy Practice

SFO utilizes visual aid mats to assist and ensure all traveling FAMs have the required equipment for missions (FAM FLT 6001 SOP Section 2.0.10.A & B). Each mat contains inlaid photos of each piece of FAMS equipment that assists both FAMs and SFAMs with pre-mission deployment checks. FAMs place their gear on the inlaid photos, and the SFAM verifies that equipment is present and completes the required checklist prior to each mission.

Report prepared by:



Robert Jones
Transportation Security Specialist
Audits and Inspections Division

Attachments:

- A – Corrective Action Plans Summary
- B – Confidential Interview Report

~~WARNING: This record contains Sensitive Security Information that is controlled under 49 CFR parts 15 and 1520. No part of this record may be disclosed to persons without a "need to know", as defined in 49 CFR parts 15 and 1520, except with the written permission of the Administrator of the Transportation Security Administration or the Secretary of Transportation. Unauthorized release may result in civil penalty or other action. For U.S. government agencies, public disclosure is governed by 5 U.S.C. 552 and 49 CFR parts 15 and 1520.~~

Attachment A

CORRECTIVE ACTION PLANS			
No.	Description	Expected Completion Date	Follow-Up
1	Ensure that SFO FAMS Staff Completes the Required TSA Filing System and Records Disposition Schedule per TSA MD 200.7, 200.8, 200.9, and TSA Records Disposition Schedule	April 30, 2015	
2	Ensure that SFO Conducts a Monthly Internal Audit of the Filing System per TSA MD 200.7, 200.8, 200.9, and TSA Records Disposition Schedule	June 30, 2015	
3	Ensure that SFO FAMS Review Employee Annual Agreements during the 2015 and 2016 Initiation Cycles per TSA MD 200.7, 200.8, 200.9, and TSA Records Disposition Schedule	January 1, 2016	
4	Ensure Exit Clearance Procedures and TALX Separation Forms are Submitted per TSA HRAccess Exit Clearance Processing Guide and TALX Unemployment Compensation Express	December 15, 2015	
5	Ensure that FAMS Pre-mission Checklists are Fully Completed per OLE/FAM FLT Policy 6001	April 28, 2015	

Legend	
	No Follow-Up Required
	Follow-Up Needed – Database Check
	Follow-Up Needed – Contact Required
	Re-Inspection Warranted

~~WARNING: This record contains Sensitive Security Information that is controlled under 49 CFR parts 15 and 1520. No part of this record may be disclosed to persons without a "need to know" as defined in 49 CFR parts 15 and 1520, except with the written permission of the Administrator of the Transportation Security Administration or the Secretary of Transportation. Unauthorized release may result in civil penalty or other action. For U.S. government agencies, public disclosure is governed by 5 U.S.C. 552 and 49 CFR parts 15 and 1520.~~

Attachment B

SFO FAM - Interview Questionnaire - 2/25/2015

What section does this individual work in?

Response	Chart	Frequency	Count
FAM/FOFG		79.3%	(b)(3):49 U.S.C. § 114(r)
Administrative/Support Personnel		3.4%	
SAC/ASAC/SFAM		17.2%	
Total Responses			

What is your morale?

Response	Chart	Frequency	Count
Excellent		34.5%	(b)(3):49 U.S.C. § 114(r)
Good		27.6%	
Average		17.2%	
Fair		13.8%	
Poor		6.9%	
Total Responses			

Why did you give the rating about your morale that you did?

Response	Chart	Frequency	Count
Other		51.7%	(b)(3):49 U.S.C. § 114(r)
Awards and IPIs are not distributed fairly and/or lack transparency		6.9%	
Ground Base Assignments are not distributed fairly and/or lack transparency		1.7%	
Quality of life issues are not a priority to the management		8.6%	
Lack of a career development program		6.9%	
Promotion process is not fair and transparent		10.3%	
Management displays favoritism		3.4%	
Lack of overall staffing		(b)(3):49 U.S.C. § 114(r)	
HQ requests are unreasonable and do not consider the field		10.3%	
Total Responses			

~~WARNING: This record contains Sensitive Security Information that is controlled under 49 CFR parts 15 and 1520. No part of this record may be disclosed to persons without a "need to know", as defined in 49 CFR parts 15 and 1520, except with the written permission of the Administrator of the Transportation Security Administration or the Secretary of Transportation. Unauthorized release may result in civil penalty or other action. For U.S. government agencies, public disclosure is governed by 5 U.S.C. 552 and 49 CFR parts 15 and 1520.~~

~~SENSITIVE SECURITY INFORMATION~~

Management does not solicit input from employees prior to implementing changes	5.2%	(b)(3):49 U.S.C. § 114(r)
Management is overbearing, intimidating, and retaliatory	3.4%	
Management is engaged with the workforce and addresses issues	29.3%	
Quality of life issues are addressed by the management and the FOFG Awards, IPI's, GBA's, etc. are distributed with a fair and transparent process	29.3%	
All levels of management are consistent with timely information to the employees	31.0%	
Total Responses	27.6%	

Other Responses - Negative

(b)(3):49 U.S.C. international flights (b)(3):49 U.S.C. § 114(r)
 (b)(3):49 U.S.C. § 114(r)

There is no guidance for a work related injuries. SFFO FAMS need someone to be a subject matter expert to handle OWCP issues. SFAMs and management should all receive training and know how to address work related injuries. Frustrating process to try to get repairs for vehicles. SFFO FAMS and management do not know how to get the repairs completed. My biggest issue is that the job refuses to challenge us, and the agency refuses to use skills that we have developed. For instance my computer and intelligence skills. The career track is worthless. It provides books for us to read. I would like a career-tracking program that is more tailored to the employees' needs. There is nothing for us to do. I would like to see an intelligence position in this office. There is zero mobility in the agency. I have been trying to get to the East coast for a while. The positions that are open do not meet my needs. I have tried for a hardship transfer but it hasn't worked.

SFAM wrote ITRs for things that should have been handled locally.

When flying the schedule is challenging.

(b)(3):49 U.S.C. § 114(r)

Lack of support to designate the FAMS as a law enforcement agency status for FAMS. Management is a big concern in this office. FAMS that are grounded for disciplinary in this office seem to get preferential treatment while those that are the best employees don't get recognized or awarded with choice assignments by our supervisors. That culture still continues with our new management team at SFO. In this office, the FAMS that are on active flight missions are given all the rewards and recognition those that are assigned to ground based are neglected and have limited avenues for advancement. Different working conditions on equity in pay but overall it's good.

Not enough credit to FAMS for accomplishing the work that we do.

The SAC micro-manages the office. overbearing on his supervision of the office

There is always room for improvement.

The SAC is not qualified to be in that position. His policies are not supportive of the flying FAMS. One example is the core hours are from 0800-1600 which not realistic for the whole office. The SAC just wants everyone here when he works but does not address the needs of the office. RDOs shift every 28 days and do not support our family commitments and family needs.

Communications could be better within the office. There is too much time on admin stuff and not on operations.

International flights - they ignore that there are a lot of people behind the international flights.

~~WARNING: This record contains Sensitive Security Information that is controlled under 49 CFR parts 15 and 1520. No part of this record may be disclosed to persons without a "need to know" as defined in 49 CFR parts 15 and 1520, except with the written permission of the Administrator of the Transportation Security Administration or the Secretary of Transportation. Unauthorized release may result in civil penalty or other action. For U.S. government agencies, public disclosure is governed by E.O.S.C. 552 and 49 CFR parts 15 and 1520.~~

Disconnect between the field FAMS and management

Inability to transfer - lack of mobility. Pattern of hiring for positions is to hire only East Coast people. Hurts morale. Need to go to HQ to promote. Pattern. Only one or two promoted in house. He has applied for East Coast positions, and not been hired. WFO/Baltimore FO only ones hired. I have not been offered an interview. Now the agency has a pattern of non-PCS moves due to budget. Lack of personal contact with hiring officials has disadvantaged people like me who are not on the East Coast. It would help to open up VLTP because of lack of positions. No transparency of VLTP.

Hard physically in this office because FAMS fly probably more than other offices. Lots of very long international missions. Employees fear losing their jobs for getting in trouble and this has a big impact on morale. There have been much more firings in the FAMS than at any of the other agency that I've worked at.

Flight schedule is brutal. Each year we are flying more hours. (b)(3):49 U.S.C. § 114(r)

(b)(3): then starting approximately October 2013, we had reduced training and NMS days per roster period, meaning we fly more. Received counseling for not submitting a voucher within the required 30 days, but I had not been scheduled to be in the office for nearly 50 days. When the director was here the issue of not enough time on the ground was raised. His response was (b)(3):49 U.S.C. § 114(r)

(b)(3):49 U.S.C. § 114(r)

(b)(3):49 U.S.C. § 114(r)

Other Responses - Positive

Quality of coworkers, competent SFAMS, clean air, SF area, etc. SFAMS do take care of FAMS.

Coworkers are great to work with.

Keep myself motivated. Management is supportive and has given me many opportunities.

I love my job, and what I do. I enjoy flying, and have a great dedication to the FAM mission.

The other flying FAMS I work with are excellent. My last SFAM makes an effort to improve. The flying FAMS are great.

Overall I like being a FAM. I am assigned to VIPR, and I enjoy that more than flying.

I love the job. This is the best field office.

Currently has a ground based assignment and is enjoying having a regular schedule.

The work is stimulating but some of it is busy work. The rigor of keeping track of all the FAMS is a little tedious.

The FAM enjoys the job.

Have had greater opportunities in this office to work in the different sections and gain a greater understanding of the FAMS, which can help further my career.

I like what I do, and enjoy my job. No complaints.

Management is fair to all of us in the office.

FAM loves the job.

I accepted a competitive position in which I am very happy. It is challenging here, but I appreciate the opportunity to make a difference.

The mission is well respected by management and outside partners.

The lower managers are excellent and support the FAMS

Working in an effective job in the VIPER program that i feel is effective to the public.

No issues.

~~WARNING: This record contains Sensitive Security Information that is controlled under 48 CFR parts 15 and 1520. No part of this record may be disclosed to persons without a "need to know" as defined in 49 CFR parts 15 and 1520, except with the written permission of the Administrator of the Transportation Security Administration or the Secretary of Transportation. Unauthorized release may result in civil penalty or other action. For U.S. government agencies, public disclosure is governed by U.S.C. 552 and 49 CFR parts 15 and 1520.~~

I believe in the mission. And I believe in the work the FAMS carryout.

Brand new to the office. Everyone has treated me well here.

This field office has good supervisors. They are fair in their decision making. They handle interpersonal relations well. They are transparent. Supervisors at SFFO "go to bat for their guys". This is specifically in regard to time off or non-work issues. Even if they don't get what they want, it greatly impacts their quality of life.

SFFO has lots of younger FAMS which probably helps morale because they don't mind the long flights and they don't have the negative experience that the FAMS who started in 2002 remember.

Believe our training staff is very good. Firearms' training is very good.

Likes the job, happy with overall mission, no issues with management.

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

Response	Chart	Frequency	Count
Yes		98.3%	(b)(3):49 U.S.C. § 114(r)
No		1.7%	
Total Responses			

How would you rate the communication in the field office?

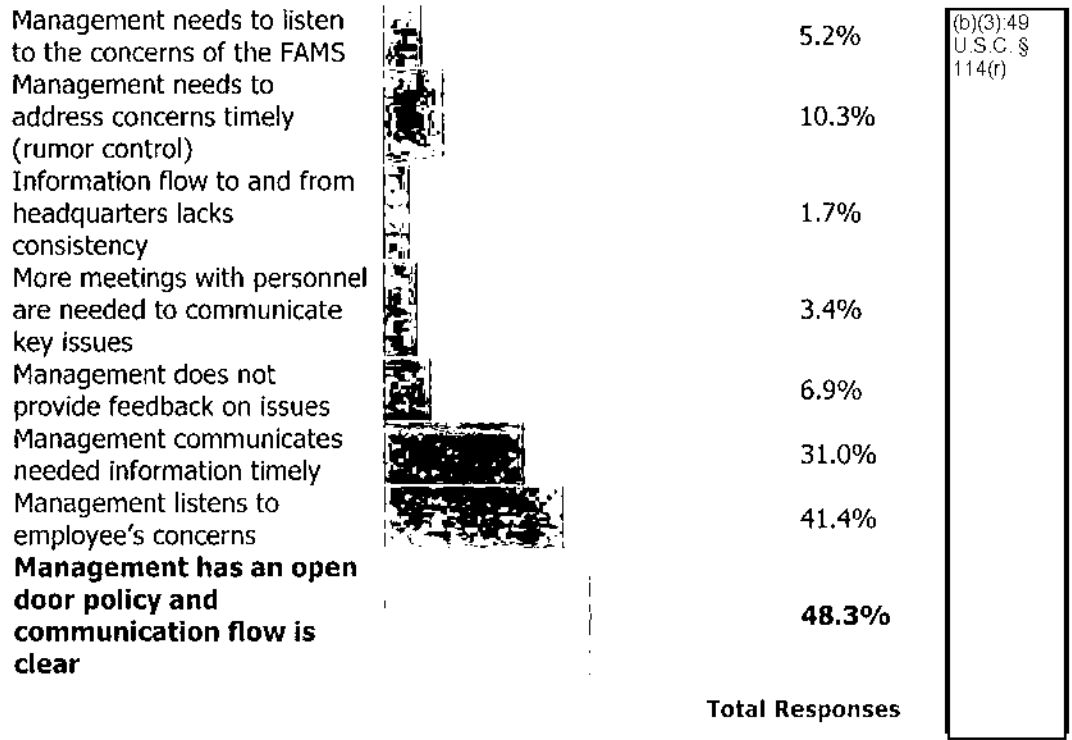
Response	Chart	Frequency	Count
Excellent		29.3%	(b)(3):49 U.S.C. § 114(r)
Good		44.8%	
Average		12.1%	
Fair		13.8%	
Poor		0.0%	
Total Responses			

Why did you give the rating about communication that you did?

Response	Chart	Frequency	Count
Other		39.7%	(b)(3):49 U.S.C. § 114(r)
Communication is not clear, it is simply handed down from management and it is assumed that it is interpreted correctly		5.2%	
Information is not passed in a timely fashion		10.3%	
Information passed needs to be memorialized, i.e.: email, newsletters, for future reference if needed		1.7%	
		44.1%	

~~WARNING: This record contains Sensitive Security Information that is controlled under 49 CFR parts 15 and 1520. No part of this record may be disclosed to persons who do not "need to know", as defined in 49 CFR parts 15 and 1520, except with the written permission of the Administrator of the Transportation Security Administration or the Secretary of Transportation. Unauthorized release may result in civil penalty or other action. For U.S. government agencies, public disclosure is governed by 5 U.S.C. 552 and 49 CFR parts 15 and 1520.~~

~~SENSITIVE SECURITY INFORMATION~~



Other Responses - Negative

In this office (b)(3):49 U.S.C. § 114(r) Also, management is not clear on why they want things done. We get no details on regular assignments
When changed to a different group I stopped receiving emails. This has happened to a couple of FAMS. SFFO FAMS is trying to correct the problem. Little communication with headquarters.
Lack of transparency regarding decisions. A while ago we were asked to check our large carry-on bags (someone had a round in bag returning from London). This was the 11th time this has happened. Instead of directly addressing the issue with the individual, they shotgun across the whole group of FAMS. Rumor mill is out of control. Unfortunately most of the rumors turn out to be true.
Sometimes direction is given without explanation.
When I took a ground based assignment the emails from SF FAMS field office stopped. SF FAMS is working on resolving this issue. Improvements could be made - would like more regular communication with senior management regarding policies, changes, and upcoming activities. FAMS need to be very flexible as assignments/timeframes change with very little notice. There is not a good understanding of the FAMS policies between FAMS and SFAMS. There is often a disconnect between what the policy states and the FAMS or SFAMS understanding of that policy. The policies also change from time to time sometimes without notice.
For flying FAMS it's harder to have face to face communications and communications are mostly done by electronic means. Communication between staff and management needs work. Flying FAMS don't interact with SFAM. When flying may only see your SFAM once or twice a month.
We always can improve. We can do more to effectively keep our office informed.
Need more transparency from the SAC and mid-managers.
Down side rests with the SAC who is not open. However, we do a number of emails to keep the FAMS abreast of concerns
The FAMS talk to each other but as a whole the office is not connected. We get some emails. i get good information from my SFAM but not the SAC.
Due to new supervisors and movement of current and new supervisors communication suffers, and in most cases does not get to the field FAMS

~~WARNING: This record contains Sensitive Security Information that is controlled under 49 CFR parts 15 and 1520. No part of this record may be disclosed to persons without a "need to know" as defined in 49 CFR parts 15 and 1520, except with the written permission of the Administrator of the Transportation Security Administration or the Secretary of Transportation. Unauthorized release may result in civil penalty or other action. For U.S. government agencies, public disclosure is governed by 5 U.S.C. 552 and 49 CFR parts 15 and 1520.~~

~~SENSITIVE SECURITY INFORMATION~~

Supervisors and upper management have a disconnect. The SAC does not give supervisors a chance to manage. He micromanages. Supervisors are restricted from the supervising their workforce effectively. I have seen supervisors dressed down in front of employees. The SAC.

There should be more communication coming out of headquarters regarding the future of the FAMS.

Other Responses – Positive

There is effective communication all the way from the SAC to the FAMS.

Communication amongst coworkers is good.

FAMS listen to management and management responds quickly

They are trying to improve things. Newsletter is good. The SAC and ASAC are trying to be more communicative. Allowing everyone to go into the Ops brief is a good thing.

Most of the time, the leadership does a good job of communicating information.

I know that if I have an issue that I can go to my boss and it will be dealt with in a timely manner.

FOFG appears to be a good outlet to raise concerns or questions within the field office.

Management makes an effort to work with a challenging workforce. The SFAMs are former FAMS, so understand how to communicate with workforce.

Communication amongst the FAMS is good between teams, as you fly with the same people and build a comfort level with them. FAMS are very independent and don't have to communicate with their SFAMs or management often. If do have a questions of my SFAM they answer or find the answers.

On ground based assignments, interaction between SAC, ASAC, SFAM and FAMS is continuous because they see each other on a daily basis.

Channels are there, and it is up to the employee to utilize the channels.

Communication between FAMS is excellent.

There is a good understanding of issues at the office to handle issues and engage our staff.

Very friendly here. They are very helpful. They reach out whenever necessary.

SFFO is a transparent, open and fluid to the whole group. Mission first.

We do considerable meeting to keep abreast of office issues but disruptive to the workload of the office.



All the issues are good.

The SAC knows my name and talks to us. Overall way the office runs is more open and management is more approachable.

Daily morning brief. Transparency. NMS day- FAMS get to see what we are working on. See what we are working on. Makes it easy for us to do our job.

SAC does put forth an effort to communicate.

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

Response	Chart	Frequency	Count
Yes		67.4%	(b)(3)-49 U.S.C. § 114 (f)
No		32.6%	
Total Responses			

~~WARNING: This record contains Sensitive Security Information that is controlled under 49 CFR parts 15 and 1520. No part of this record may be disclosed to persons without a "need to know" as defined in 49 CFR parts 15 and 1520, except with the written permission of the Administrator of the Transportation Security Administration or the Secretary of Transportation. Unauthorized release may result in civil penalty or other action. For U.S. government agencies, public disclosure is governed by 5 U.S.C. 552 and 49 CFR parts 15 and 1520.~~

SENSITIVE SECURITY INFORMATION

If the answer is **no**, can you describe an issue raised by the FOFG, which the field office management failed to address?

Response

SFFO FAMS are required to fly very long overseas flights lasting (b)(3):49 U.S.C. § 114(r)
(b)(3):49 U.S.C. § 114(r)

(b)(3):49 U.S.C. § 114(r). We have brought this issue up to SAIC in our FOFG, but his reply is that we are following HQ policy. Most of the issues presented are not handled or ignored. In most cases they are resolved to the benefit of management and never address to fit or resolved our concerns. Issues that SAC sees that can be fixed quickly, he addresses. Anything which will be more challenging to address are shot down.

As a member of the VIPR section, I know that we have discussed with the FOFG that SAIC Hladky does not allow the VIPR supervisor latitude to supervise us, and micromanages the VIPR squad. He does not let the VIPR SFAM direct his team assignments. A case in point is the VIPR SFAM has developed schedule for VIPR assignments and notifies the stakeholder. The Stakeholders then make plans for the assignment, but the SAIC changes the assignment operations schedule. This causes the VIPR to notify the stakeholders to change their dates and plans accordingly. This causes some consternation on the part of the stakeholders

I believe the SAC and HQ is concerned but our lower level supervisors don't make an effort to make changes or address our concerns.

(b)(3):49 U.S.C. § 114(r) was brought to local management's attention and I don't believe it was raised to the headquarters level, or was not addressed at the local level.

Our management team from the SAC on down hardly ever address our issues. We have no resolution for most our our concerns. The HQ FAMS don't support this office and our SAC is not respected by HQ, which makes it difficult to get support for our concerns

Senior FAMS HQ management and local management does not listen and understand that the (b)(3):49 U.S.C. § 114(r)

(b)(3):49 U.S.C. § 114(r)

(b)(3):49 U.S.C. § 114(r)

(b)(3):49 U.S.C. § 114(r) I have discussed this matter with the FAMS Director, and regional SAIC and SAIC Hladky to remedy this problem. The only reply we, as fly SFFO FAMS, receive is that SFFO FAMS are required to fly (b)(3):49 U.S.C. § 114(r)

(b)(3):49 U.S.C. § 114(r)

(b)(3):49 U.S.C. § 114(r) This results in a form of retaliation at the end of the year and it is perceived that IPIs, cash awards, and/or other GBAs, or yearly evaluation being lowered. I believe that this is a form of retaliation emanates from the SAIC

The SAC deflects issues to HQ policies without addressing our concerns. for example, rest of FAMS is not a concern for management they blame HQ for that concern.

Issues are not address by our leadership here. We are never notified of any resolutions to our concerns or complaints.

I don't have the information to make a decision.

Management has been informed by the FOFG that too many (b)(3):49 U.S.C. § 114(r)

(b)(3):49 U.S.C. § 114(r)

(b)(3):49 U.S.C. § 114(r) It seems as if management does not trust us, (b)(3):49 U.S.C. § 114(r)

(b)(3):49 U.S.C. § 114(r)

~~WARNING: This record contains Sensitive Security Information that is controlled under 49 CFR parts 15 and 1500. No part of this record may be disclosed to persons without a "need to know", as defined in 49 CFR parts 15 and 1520, except with the written permission of the Administrator of the Transportation Security Administration or the Secretary of Transportation. Unauthorized release may result in civil penalty or other action. For U.S. government agencies, public disclosure is governed by 5 U.S.C. 552 and 49 CFR parts 15 and 1520.~~

Management feels some issues are not important. This office does not allow sufficient down time between flights.

Issues are brought up. There is censorship. Senior leadership is made aware of the issue ahead before, and they are prevented from dealing with it. No opportunity to change. Issues are not addressed.

Sometimes the answer is refer to the policy, but not an explanation of how the policy addresses the issue. I cannot recall a specific example.

If the answer is **yes**, can you describe an issue raised by the FOFG, which the field office management successfully resolved?

Response

Since I have only been assigned to the SFFO for 2 months, I have no independent knowledge of such actions. In Tampa the FOFG did raise issues to Tampa management and Tampa management did attempt to resolve it

If exhausted from flights, scheduling within the scope of their ability and manpower make adjustments to FAM schedules.

The FOFG raised an issue that SFFO vouchers and T&As were be done differently in different squads (not consistent between squads). The FOFG raised this issue to the SAIC, who in turn devised a standard SFFO go-by for every FAM and SFAM to follow. This ended the confusion between one SFAM squad and another

Management addresses issues that surface in the office.

An example is the rotational RDO system that was in place. The RDO rotational system SFFO had remained and was not changed to RDOs based on seniority

SAC wanted everyone to go to core hours for office days and FOFG negotiated for two separate start times.

The SAIC listened to the FOFG concerning keeping RDOs on a known rotational bases and not based on seniority within the office

The SAIC listened to the FOFG and simplified our international pre-check list briefing.

A mission exchange board was created to exchange missions amongst FAMS.

The SAIC reduced unnecessary international travel paperwork and simplified the international precheck process. This was a result of the FOFG meeting with management. I cannot recall any other issue. I note that I am a prior law enforcement officer and I understand that management has policies and procedures set forth by HQ and SFFO mgt is required to follow these directives. I believe that the SAC and ASAIC do listen to the FOFG and do consider the issues they bring forward.

I haven't been here long enough to make a judgment.

Management takes it seriously and ensures issues are addressed and not ignored.

Can't think of anything specific. Whatever question is posed by the FOFG gets an answer.

Can't recall an example of an issue raised by the FOFG that management successfully resolved.

Some are and some are not. i don't really have all the information on how issues are resolved.

The FOFG was instrumental in changing the core hours to facilitate commute.

When SAIC Hladky came to SFFO, he questioned the already in place RDO rotation be changed to a new system that RDOs be assigned according to seniority. The SFFO FOFG brought the proposed new proposed seniority RDO system. The working SFFO FAMS wanted the rotation RDO system that had been in place for years to be kept. The FOFG brought this wish to the attention to SAIC Hladky and he agreed with the FOFG and kept the already in existence rotation plan and kept it in place.

Our recovery was an issue that the FOFG dealt with effectively.

Management has regular meeting to address quality of life issues.

The SFO FAMS SAC issues an FOFG question and answer report summary, which usually cites policy. FAM could not recall a specific issue resolved.

~~WARNING: This record contains Sensitive Security Information that is controlled under 49 CFR parts 15 and 1520. No part of this record may be disclosed to persons without a "need to know" under 49 CFR parts 15 and 1520, except with the written permission of the Administrator of the Transportation Security Administration or the Secretary of Transportation. Unauthorized release may result in civil penalty or other action. For U.S. government agencies, public disclosure is governed by 5 U.S.C. 552 and 49 CFR parts 15 and 1520.~~

~~SENSITIVE SECURITY INFORMATION~~

Management supervisors work to address all issues. The SAC has an open door policy with the office.

Issues are not addressed completely to satisfy the concerns. Management falls back on HQ policy to deflect addressing issues that we have at the office level

Can't think of a specific example, but believe that management addresses those issues that are within their power to handle.

Issues are open and discussed and addressed completely with the group.

I can't think of one as of this moment. But I do believe that the FOFG is communicating with management, and I know the Chairman of the FOFG. He is actively involved in bringing issues forward and these issues are being addressed by management.

The FOFG raised an issue re: how RDOs are scheduled. Management listened to FAMS concerns and resolved our concerns about RDOs.



From what he has seen here it seems like it's working. With all the communication, I believe it's going to work at SFFO.

Issues are fully discussed with everyone and resolutions presented to the whole group.

Management does provide a prompt answer to issues raised by the FOFG.

RDO schedule was resolved. Everyone got input into what would work best for RDOs and they implement a plan.

Did your SFAM provide an explanation of what was expected regarding your performance at the beginning of your last performance rating period?

Response	Chart	Frequency	Count
Yes		91.3%	(b)(3):49 U.S.C. § 114(r)
No		8.7%	
Total Responses			

If the answer is no, please explain.



Supervisors normally only present the performance plans without an explanation on what is expected from us.

We just signed the plans with no explanation on what is expected from us for the performance year. Supervisors never know or supervise our work performance.

Mostly what happens is that the rating is just a paper form rather an actual performance rating. It is a generalized robotic experience rather than an actual rating.

That was under his previous office. Communication in his previous office was not good. At SFFO his SFAM did sit down and communicate with him about the office and paperwork.

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

Response	Chart	Frequency	Count
Yes		80.4%	(b)(3):49 U.S.C. § 114(r)
No		19.6%	
Total Responses			

If the answer is no, please explain.

Not at all. They just present the rating without justification for the final rating.

~~WARNING: This record contains Sensitive Security Information that is controlled under 49 CFR parts 15 and 1520. No part of this record may be disclosed to persons without a "need to know" as defined in 49 CFR parts 15 and 1520, except with the written permission of the Administrator of the Transportation Security Administration or the Secretary of Transportation. Unauthorized release may result in civil penalty or other action. For U.S. government agencies, public disclosure is governed by 5 U.S.C. 552 and 49 CFR parts 15 and 1520.~~

~~SENSITIVE SECURITY INFORMATION~~

Have always received a 4+ rating and the one time received a much lower rating there was no feedback or explanation.

My supervisors never take the time to explain my appraisal and past performance. Since they don't get involved with our daily work functions they don't recognize our concerns or performance.

There was confusion on who was responsible for my rating.

My last performance rating went significantly down from the previous years, and I did not receive an adequate explanation as to why this happened.


Too much switching of SFAMs impacts ability to rate FAMS.

Rating were not fully explained by the supervisor

The SFAM at his former office (Tampa) did not communicate well at all. At the Tampa office, they did not inform FAMS how to get an excellence rating on performance awards. He believes due to the communication he's experienced that performance ratings will be a positive experience.

I was asked for a brag sheet. I provided a pretty extensive brag sheet, but a lot of that information was not included in my eval. My supervisor did not put a lot of time into my eval. IPIs were not distributed fairly. I was provided a printout of my IPI but didn't match what I was told. It made me angry. This was common throughout the agency. Lots of issues with IPI approval and kickbacks.

Are mission flights for this office being scheduled using a risk based approach?

Response	Chart	Frequency	Count
Yes			
No			

Total

(b)(3):49 U.S.C. § 114(r)

Please explain your yes or no answer.

I have no direct knowledge, but I believe that my missions and special missions are all bases up RBS and intelligence regarding aviation security.

An example of a risk based approach is the (b)(3):49 U.S.C. § 114(r)

I have no direct knowledge how the HQ MOC assigns flights I presume these flights are based on RBS as the threat analysis and intelligence is received. However, I do not understand (b)(3):49 U.S.C. § 114(r)

(b)(3):49 U.S.C. § 114(r)

(b)

Supervisors use intelligence as part of the risk based approach to schedule our flight selections.

I presume that our mission flights and our special mission flights are assigned on RBS and in as much are scheduled based upon threat analysis and aviation security.

The risk based approach was explained to us, but i am not sure how it's put together on a daily basis.

I believe that my missions and special mission flights are based on RBS which are based on threat analysis and intelligence

Assume yes, do not know.

I can only presume that all of FAMS flights and special missions are based upon RBS. These missions are based on threat analysis and intelligence provided regarding aviation security.

I believe that my missions are definitely based upon the RBS which considers the potential threats to air safety after considering the threat analysis provided to the MOC form various intelligence sources

We were told and given classes that a risk based approach used to plan missions.

~~WARNING: This record contains Sensitive Security Information that is controlled under 49 CFR parts 15 and 1520. No part of this record may be disclosed to persons without a "need to know" as defined by 49 CFR parts 15 and 1520, except with the written permission of the Administrator of the Transportation Security Administration or the Secretary of Transportation. Unauthorized release may result in civil penalty or other action. For U.S. government agencies, public disclosure is governed by 5 U.S.C. 552 and 49 CFR parts 15 and 1520.~~

I presume that missions are based on the RBS, they are based upon threat analysis and threat assessments and made by the MOC and also on special mission coverage flights

I believe that is the case, but I don't have visibility to this issue.

The international flights are (b)(3):49 U.S.C. § 114(r) We called these flights triangle because it includes three flights.

Believe a risk based approach is being used to schedule flights.

The system (b)(3):49 U.S.C. § 114(r)

(b)(3):49 U.S.C. § 114(r)

(b)(3):49 U.S.C. § 114(r)

I have no direct knowledge as to how HQ makes mission assignments, but can only presume that the take into consideration the threat assessments and current intelligence. As a member of the VIPR squads, I know that VIPR assignment are scheduled based up need such as (b)(3):49 U.S.C. § 114(r)

(b)(3):49 U.S.C. § 114(r), etc.)

I really don't know what goes into our mission schedule. I would assume that we use a risk base threat approach to support our mission

I don't have visibility to the process for choosing flights.

I presume that HQ Mission Operations Center assign missions based of RBS that include threat analysis and cover the flights

(b)(3):49 U.S.C. § 114(r)

I am assuming so. I have evidence, but no visibility to the process by which flights are assigned.

Our flight schedule is built on current threat levels before we fly.

FAMS receive briefings on RBS and were told that the flights are based on RBS analysis.

Based on our con-ops using intelligence, current, and specific threats our flight missions are threat based.

We cover (b) international flights (b)(3):49 U.S.C. § 114(r)

(b)(3):49 U.S.C. § 114(r)

All flight missions for this office are strictly based statistics only. We never use risk based for assigning our office flight missions.

I believe that we are assigned to (b)(3):49 U.S.C. § 114(r) and believe that FAMS HQ considers threat assessments when making mission flights.

Based on threat levels and intelligence to support our mission.

We use the (b)(3):49 U.S.C. § 114(r)

This would be a headquarters question and does not apply to the field office. Headquarters sends us the international flights we need to cover and domestic planning staffs domestic flights. This office does not plan the flights.

We use con-ops to support our mission. But (b)(3):49 U.S.C. § 114(r)

The office works closely with HQ to ensure we have all the information needed for our flights based on risk.

We simply get our schedule but no explanation as to why we are on certain flights.

I don't know. I am assuming they do use risk based methodology to assign flight, but I don't have the information to make a decision.

I presume that our flights are being scheduled by management based on RBS.

I have no visibility regarding that.

It feels like (b)(3):49 U.S.C. § 114(r)

Risk factors are not explained to us. Basically we just get our flight missions with no explanation as to how flights are selected.

~~WARNING: This record contains Sensitive Security Information that is controlled under 49 CFR parts 15 and 1520. No part of this record may be disclosed to persons without a "need to know" as defined in 49 CFR parts 15 and 1520, except with the written permission of the Administrator of the Transportation Security Administration or the Secretary of Transportation. Unauthorized disclosure may result in civil penalty or other action. For U.S. government agencies, public disclosure is governed by 5 U.S.C. 552 and 49 CFR parts 15 and 1520.~~

SENSITIVE SECURITY INFORMATION

I believe the overseas flights are scheduled based on RBS. (b)(3):49 U.S.C. § 114(r)

(b)(3):49 U.S.C. § 114(r)

To my knowledge, yes. (b)(3):49 U.S.C. § 114(r)

(b)(3):49 U.S.C. § 114(r)

Each flight is classified and all factors reviewed before assignments are made.

I don't believe that this is intel based approach. It is based on a pure flight numbers approach. The approach is algorithm based rather than intel based.

We fly (b)(3):49 U.S.C. § 114(r)

(b)(3):49 U.S.C. § 114(r)

There is no way for me to know whether they are using a risk based approach.

I don't know whether a risk based approach is being used. Does not work in operations. I believe whoever plans it is basing schedule using a risk based approach.

Is the individual being interviewed a FOFG: member?

Response	Chart	Frequency	Count
Yes		15.2%	(b)(3):49 U.S.C. § 114(r)
No		84.8%	
Total Responses			

How often does the FOFG meet with the SAC and/or the SAC's designee?

Response	Chart	Frequency	Count
Yearly		0.0%	0
Quarterly		100.0%	7
Monthly		0.0%	0
Weekly		0.0%	0
Other		0.0%	0
Total Responses			7



How are the results of the FOFG communicated to the FAMs in the office?

Response	Chart	Frequency	Count
Other		0.0%	0
Verbally		0.0%	0
Email		100.0%	7
SharePoint		28.6%	2
Newsletter		0.0%	0
Total Responses			7


~~WARNING: This record contains Sensitive Security Information that is controlled under 49 CFR parts 15 and 1520. No part of this record may be disclosed to persons without "need to know" as defined in 49 CFR parts 15 and 1520, except with the written permission of the Administrator of the Transportation Security Administration or the Secretary of Transportation. Unauthorized disclosure may result in civil penalty or other action. For U.S. government agencies, public disclosure is governed by 5 U.S.C. 552 and 49 CFR parts 15 and 1520.~~

~~SENSITIVE SECURITY INFORMATION~~

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

Response	Chart	Frequency	Count
Yes		57.1%	4
No		42.9%	3
		Total Responses	7



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		100.0%	2
No		0.0%	0
		Total Responses	2






Did your supervisor (AO/Admin SFAM) provide an explanation of what was expected regarding your performance at the beginning of the current performance rating period?

Response	Chart	Frequency	Count
Yes		100.0%	2
No		0.0%	0
		Total Responses	2

Did your supervisor (AO/Admin SFAM) provide you with meaningful feedback regarding your performance evaluation?

Response	Chart	Frequency	Count
Yes		100.0%	2
No		0.0%	0
		Total Responses	2

How would you rate the effectiveness of FAMS/HQ to address issues which are important to FAMS?

Response	Chart	Frequency	Count
Excellent		0.0%	0
Good		50.0%	5
Average		40.0%	4
Fair		10.0%	1
Poor		0.0%	0
		Total Responses	10

~~WARNING: This record contains Sensitive Security Information that is controlled under 49 CFR parts 15 and 1520. No part of this record may be disclosed to persons without a "need to know" as defined in 49 CFR parts 15 and 1520, except with the written permission of the Administrator of the Transportation Security Administration or the Secretary of Transportation. Unauthorized release may result in civil penalty or other action. For U.S. government agencies, public disclosure is governed by 5 U.S.C. 552 and 49 CFR parts 15 and 1520.~~

Please explain your rating for the above question.

My contacts with HQ are limited. They are positive when I work with them. The medical section is very responsive.

When you are in headquarters you get information face to face. It was positive to have the director and acting administrator visit the field office. They seem to be placing more emphasis on communications. Communication between headquarters and the field offices often is by electronic means and we miss the face to face interaction and communication.

I believe that information that needs to be distributed to the FAMS is effectively being done via FAMS Homepage and Director emails. SAC Hladky and ASAIC Poisso also very effectively communicate with the FAMS in the office in town hall meetings and in spontaneous meetings in the bullpen

There is a time delay. There is often a delay to communicate information, specifically in regard to mission critical information.

In the last year or two the Director has taken steps to visit the F/Os and listens to FAMS concerns and wishes. As an example the new Alcohol Awareness program to curtail alcohol related issues in The FAMS. The SAIC and ASAIC are very much engaged in meeting with FAMS in the office to listen to their concerns and addresses them when they possible can

HQ could improve communications to the field. Sometimes we don't get all the information that is not filtered.

HQs takes a long time to address issues and concerns raised by the field. Seems like HQ has to always convene a committee, or hire an outside group to conduct a study. I note that the Director does comes to the F/o to have town hall meetings and listens to FAMS concerns

There is room for improvement in the areas of issuing clear directives or policies.

HQ is not connected to the field. HQ is too centralized and not open to support the field

HQ management are effective in communicating new policies, personnel issues.

Do you believe you are receiving adequate support from FAMS senior management?

Response	Chart	Frequency	Count
Yes		100.0%	10
No		0.0%	0
Total Responses			10

Are mission flights for this office being scheduled using a risk based approach?

Response	Chart	Frequency	Count
Yes		100.0%	10
No		0.0%	0
Total Responses			10

Please explain your yes or no answer.

My observation is that it is driven by high level management. But it is a risk based approach.

The field office receives the assignments from headquarters and the assignments are filled by the SFAMS who know their squads and each FAMS strengths, weaknesses and needs.

SFFO mission flights are assigned from HQ based on intelligence and threat analysis AKA: RBS

The risk based approach is for everyone. (b)(3):49 U.S.C. § 114(r)

(b)(3):49 U.S.C. It was a rigorous risk based process.

~~SENSITIVE SECURITY INFORMATION~~

Missions are assigned by HQ and are based on threat levels and intelligence aka: RBS

Scheduling and selecting mission flights to support our mission, especially on the international flights and the domestic flights to support team makeup.

(b)(3):49 U.S.C. § 114(r)

(b)(3):49 U.S.C. § 114(r)

Intelligence and threat assessments, etc. we have complete briefings for all missions.

I believe that HQ does effectively schedule all missions bases is HQ assessment for risks.

Are you aware that TSA has an Office of Civil Rights & Liberties, Ombudsman and Traveler Engagement, available to assist you with EEO related issues and to assist with resolving workplace disputes?

Response	Chart	Frequency	Count
Yes		98.3%	(b)(3):49 U.S.C. § 114 (r)
No		1.7%	
Total Responses			

If you had an EEO problem, would you report it?

Response	Chart	Frequency	Count
Yes		96.6%	(b)(3):49 U.S.C. § 114(r)
No		3.4%	
Total Responses			

If no, please explain.

I would not file. i would get my own lawyer because I don't believe our management system works for us.

Depends on the seriousness of the compliant. if you file then there is retaliation against that person here in the office

Depends on the situation.

Total Responses 3

Do you believe, **while at TSA**, that you have been mistreated or discriminated against based on race, color, national origin, religion, age, gender, disability, sexual orientation, parental status or genetic information?

Response	Chart	Frequency	Count
Yes		12.1%	(b)(3):49 U.S.C. § 114 (r)
No		87.9%	
Total Responses			

~~WARNING: This record contains Sensitive Security Information that is controlled under 49 CFR parts 15 and 1520. No part of this record may be disclosed to persons without a "need to know", as defined in 49 CFR parts 15 and 1520, except with the written permission of the Administrator of the Transportation Security Administration or the Secretary of Transportation. Unauthorized release may result in civil penalty or other action. For U.S. government agencies, public disclosure is governed by 5 U.S.C. 552 and 49 CFR parts 15 and 1520.~~

If yes, please explain (include timeframe, if at TSA, etc.)

I believe that my forced move to SFFO was discriminatory, based up my age over age 40.

I believe that the decision to close the Phoenix Field Office was influenced by the fact that many of the FAMS in that office are senior people that are paid more than newer people who are at the entry point in the band.

In the past i was subjected to sexual harassment by one of my peer FAMS. The case has since been resolved by OPR.

Because of my age i don't get opportunities that younger FAMS get in this office.



It has been brought up to the SAC who spoke with the person and the SAC left it up to FAM to determine whether to pursue the matter or not.

i filed about a year ago based on race and is pending at the moment



I do have pending EEO complaints based on lifestyle and age. The former office/environment I worked in was awful. The former office was full of retaliation and discrimination.

Total Responses 8

If yes, did you report it?

Response	Chart	Frequency	Count
Yes		71.4%	5
No		28.6%	2
Not Answered			1
		Total Responses	8

If you **did** report it, was your claim resolved?

Response	Chart	Frequency	Count
Yes		20.0%	1
No		80.0%	4
Not Answered			2
		Total Responses	7

Do you believe that you have been subjected to retaliation because you **complained** about discrimination or a hostile work environment?

Response	Chart	Frequency	Count
Yes		6.9%	(b)(3):49 U.S.C. § 114 (f)
No		93.1%	
		Total Responses	

~~WARNING: This record contains Sensitive Security Information that is controlled under 49 CFR parts 15 and 1520. No part of this record may be disclosed to persons without a "need to know" as defined in 49 CFR parts 15 and 1520, except with the written permission of the Administrator of the Transportation Security Administration or the Secretary of Transportation. Unauthorized release may result in civil penalty or other action. For U.S. government agencies, public disclosure is governed by 5 U.S.C. 552 and 49 CFR parts 15 and 1520.~~

If yes, please explain (include timeframe, if at TSA, etc.)

During the process of the case that if mentioned, i was subjected to harassment by management. However, the matter was also addressed by OPR.

N/A

Yes, in this office in 2012 based on a complaint that I filed while assigned to the Seattle office. A supervisor that was there followed me here.

Does not wish to disclose the information at this time.

Not applicable

Because of filing the EEOs I have not received IPI's, cash awards, and there were false allegations of misconduct against me. One of my EEO complaints has not been resolved.

Do you know what Risk-Based Security (RBS) is?

Response	Chart	Frequency	Count
Yes		94.8%	(b)(3):49 U.S.C. § 114(r)
No		5.2%	
Total Responses			

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

Response	Chart	Frequency	Count
Yes		3.4%	(b)(3):49 U.S.C. § 114 (r)
No		96.6%	
Total Responses			

Are there any other issues that we haven't already discussed that you would like to discuss at this time?

Response	Chart	Frequency	Count
Yes		22.8%	(b)(3):49 U.S.C. § 114(r)
No		77.2%	
Total Responses			

Negative Responses

For some reason unknown to me there are FAMs in the SFFO that make significantly more money than I do with 10 - 12 less federal time and we are all I bands. Some of these FAMs that make more have 7-10 years less federal time on the job. We have a high turnover of admin or FAM personnel because of low pay for our positions. We keep losing key personnel due to this problem. Because of this i have applied for a transfer.

I have a concern about the pay banding system. IPIs are not regularly assigned, and dependent on subjective judgment of supervisors.

The hardship transfer process is broken. A lot of people have been denied based on the field office is full. They should be trying to make the space. (b)(3):49 U.S.C. § 114(r)

(b)(3):49 U.S.C. But TSA was not able to implement anything. The payment of overtime when overseas is an issue. (b)(3):49 U.S.C. § 114(r) Not

~~WARNING: This record contains Sensitive Security Information that is controlled under 49 CFR parts 15 and 1520. No part of this record may be disclosed to persons without a "need to know", as defined in 49 CFR parts 15 and 1520, except with the written permission of the Administrator of the Transportation Security Administration or the Secretary of Transportation. Unauthorized release may result in civil penalty or other action. For U.S. government agencies, public disclosure is governed by 5 U.S.C. 552 and 49 CFR parts 15 and 1520.~~

much consistency in the MOCK. The tenure of the VIPR team is too short. Needs to be longer to build up a greater relationship with the team. It should be a permanent post. Agency as a whole fears new ideas, and does not want FAMS doing anything outside of their job as a FAM. He would like to see the agency be open to new options. It feels as if the agency is only looking to put forward a numerical requirement. I don't think we should be part of the TSA. The TSA does not need a leo function. We would be better as an independent agency or under the US Marshals or ICE. The TSA fears giving actual intelligence and looking at actual intelligence reports. We don't have the same information as other agencies have about people on our flight. Some of the information we have goes back five or six years. There needs to be an intelligence officer in this office. There is not a Top Secret room at the SFFO.

The Portal time and attendance system may show various start times for non mission status (NMS) days whereas a memo was issued that all FAMS are to report at 0800 for NMS days. There may be a problem with the Portal system not reflecting the actual work times.

Would like guidance, counseling, and specific examples from all SFAMs regarding how to improve one's employee performance rating. An example would be providing examples of poor, average and good communication. Would like more transparency in how awards are given out and what awards are based on. Would like an explanation of how the awards process works.

Flying FAMS on performance appraisals are only considered average which does not qualify them for IPIs. There needs to be a better way for flying FAMS to qualify for an "exceeds expectation" or "excellent" rating in order to qualify for IPIs or higher bonuses.

In this office the communication is terrible. The information never flows down to the lower levels on critical issues.

I am concerned about the future of admin on the FAMS side. I have heard that the airports may acquire some of the field office admin functions, and I worry about the future of my position. The admin side pay is too low for San Francisco.

TSA needs a standardize management training program for supervisors.

Discipline issues - the way that the system is now is not acceptable. It is not handled in-house, and takes too long. The reviewing official does not understand the job in general.

It is my perception that the SFFO is required to fly many long hour international flights the shortest being (b)(3)(49) hrs and the

(b)(3):49 U.S.C. § 114(r)

(b)(3):49 U.S.C. § 114(r)

The ITR process was too extreme because ITRs were written for every issue regardless severity. It is going to be changed and there will be more leeway regarding what can be handled at the local level.

Total Responses 14

Positive Responses

Our FAMS are well respected by our managers and outside agencies and HQ.

Management is good to me provide excellent communication and feedback. Management listens to my concerns like personal issues, and is very accommodating to assist me with my issues.

Total Responses 2