



Administrator's Intent 2.0



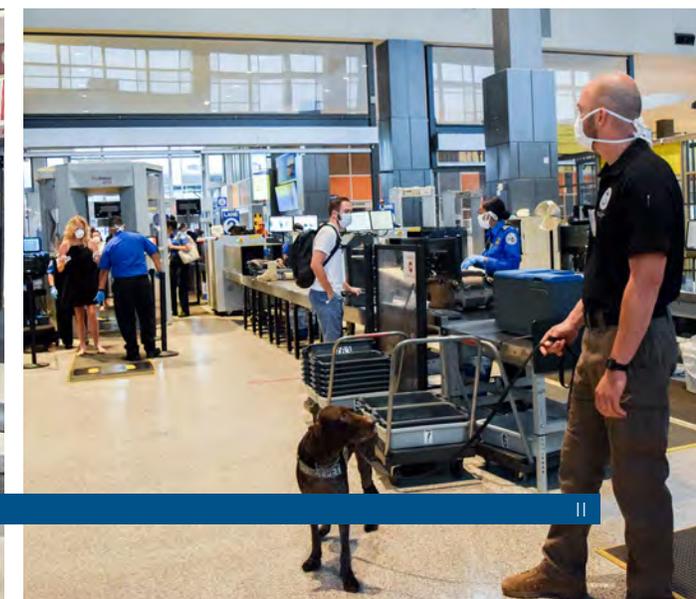


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Administrator's Message

June 23, 2020

To the men and women of the Transportation Security Administration (TSA):

In 2018, we published the TSA Strategy (2018-2026) to articulate a shared vision for our Agency and identify the priorities and goals that will guide us through our 25th anniversary. As the Agency's guiding document, the Strategy defines three main priorities: Improve Security and Safeguard the Transportation System, Accelerate Action, and Commit to Our People. To accompany the Strategy and emphasize and reinforce accountability, I released the Administrator's Intent (AI). The AI identifies strategic goals and objectives to advance the mission and realize the Strategy over fiscal years (FY) 2018-2020, providing clear guidance to the workforce for ensuring TSA continues to track towards its future vision.

Today, I am pleased to release this next edition of the Administrator's Intent (AI 2.0), which builds off the successes achieved to date. It considers lessons learned thus far from the ongoing response to the 2020 COVID-19 pandemic, and provides needed organizational flexibility and resiliency through the goals and objectives contained herein as we continue to adapt to overcome this crisis.



While there will undoubtedly be more to learn in the months ahead, we leaned heavily on our leadership principles in the early days of the crisis to prepare the agency and traveling public for the response and recovery phases of COVID-19. As we strove to adapt quickly and build resilience into our system, TSA leveraged its unique authorities to ensure the well-being of the workforce and the traveling public by modifying existing human resource and security policies and procedures. As we look towards the future, we recognize the need to accelerate new and innovative screening concepts to create a near-contactless experience at the checkpoint. We will continue to pursue advancements in technology and procedures to allow for more automation as we provide for the security of the traveling public in the future, no matter the threat.

To develop AI 2.0 and ensure all government and industry partners' voices were heard and incorporated, we conducted extensive outreach to the men and women of TSA, our numerous and diverse aviation and surface transportation industry partners, Congressional oversight committees, and our colleagues at the Department of Homeland Security (DHS). The outcome of this effort is a prioritized list of objectives that reflect the challenges, perceptions and priorities of over 400 stakeholders across the transportation system. They incorporate applicable cross-component and cross-agency priorities identified by DHS and the Office of Management and Budget (OMB).

TSA continues to place a strong emphasis on the leadership principles expected of each of us. These principles are inextricably linked to the TSA Strategy and should form the foundation of every action TSA undertakes, guided by our core values of integrity, respect and commitment. We will approach our day-to-day activities guided by these principles to foster the culture necessary to successfully accomplish our critical mission.

I am proud of our hard work and achievements over the previous two years and how they have positioned TSA to continue advancing the mission. It is my hope that AI 2.0 lays out a clear path to build on that momentum. I remain confident that the men and women of TSA will continue to rise to the challenge of outmatching the dynamic threats to our transportation systems.

David P. Rebocke



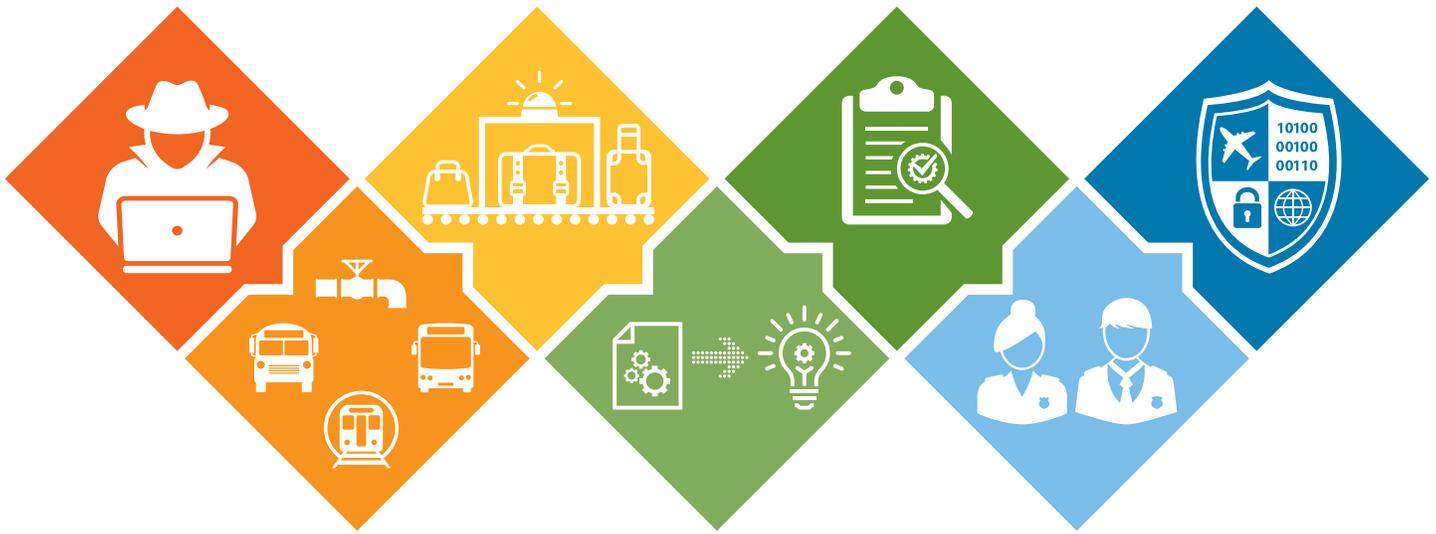
Introduction

Our Nation entrusts TSA with the vital mission of protecting the Nation's transportation systems to ensure freedom of movement of people and commerce. To accomplish this mission, the TSA Strategy sets ambitious goals for the Agency, striving to:

- **Improve Security and Safeguard the Transportation System:** As the world's leader in aviation security, we will work to raise the global baseline of aviation security. We will lead by example, strengthening operations through powerful and adaptable detection capabilities, intelligence-driven operations, and enhanced vetting. With industry partners in surface transportation, we will work in concert to adapt innovative solutions to security challenges in unique operational environments across modes. Strong partnerships with governments and industry will continue to be integral to success in this shared aviation and surface transportation security mission.
- **Accelerate Action:** We will build a culture of innovation that anticipates and rapidly counters the changing threats across the transportation system. We will mature our ability to make timely, data-driven decisions and rapidly field innovative solutions. We will simplify access for our partners and stakeholders to encourage robust collaboration. By driving integration across the organization, TSA will more effectively manage risk, identify requirements, deploy resources, and assess operational outcomes.
- **Commit to our People:** TSA's most important asset is the dedicated professionals working to secure our Nation's transportation system. We will foster a diverse, inclusive, and transparent work environment, establishing TSA as a choice federal employer. TSA will use available tools and authorities to cultivate a skilled workforce prepared and equipped to meet the challenges of tomorrow. We will mature an organizational culture that continues to promote an entrepreneurial spirit and operational excellence.

While the TSA Strategy establishes a clear mission, vision, values, priorities, and goals that will guide us through the Agency's 25th anniversary in 2026, the Administrator's Intent facilitates the implementation of the Strategy by outlining more specifically how we will work towards our strategic priorities through 2022.

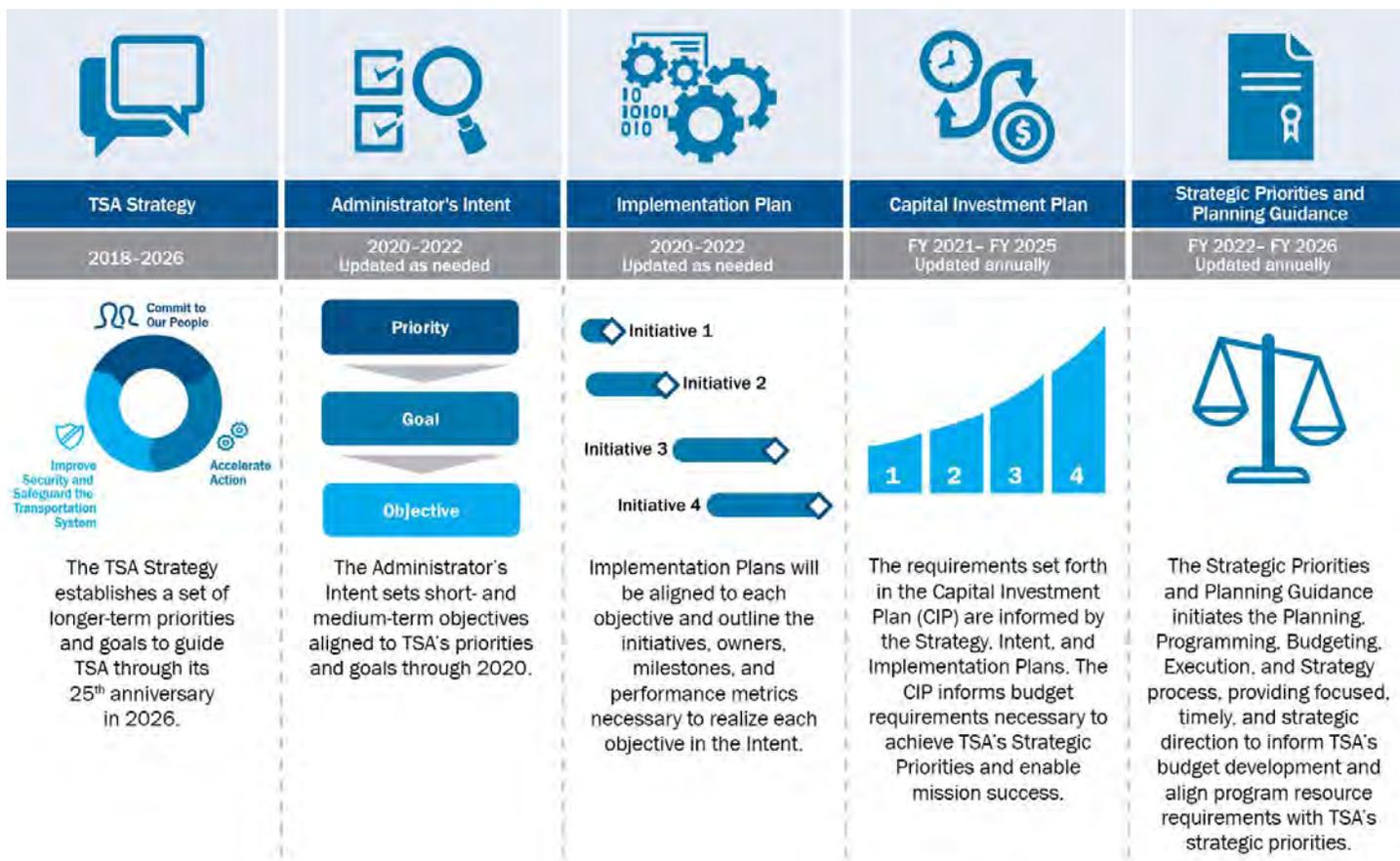
Successfully executing our strategy requires the commitment of TSA's dedicated workforce and partners. As such, AI 2.0, like the strategy it supports, stems from months of gathering robust feedback from representatives throughout TSA and across the Transportation Systems Sector. Feedback was gathered from all levels of TSA's workforce and from external surface and aviation industry stakeholders via facilitated working sessions, the TSA IdeaFactory, and a survey to field leadership.



Seven focus areas emerged from the feedback and outreach efforts and subsequently informed the development of objectives. We believe that emphasizing these focus areas will best enable the Agency to advance its strategic objectives in the next two years:

- **Insider Risk:** Raising the Insider Threat security baseline.
- **Surface:** Addressing the threats, vulnerabilities, and consequences for surface transportation assets.
- **Checkpoint Strategy:** Advancing passenger and baggage security capabilities, procedures, and policies.
- **Utilizing Authorities to Better Execute the Mission:** Expanding the use of existing authorities or seeking to obtain additional authorities to foster innovation. Making full use of existing authorities to improve agency agility.
- **Improved Outcome-Focused Policy Development, Compliance, and Oversight:** Encouraging innovative approaches by valuing results over process, as appropriate.
- **Workforce Support:** Investing in our most important security asset, the TSA workforce.
- **Cybersecurity:** Safeguarding enterprise-level information technology systems and ensuring the protection and resilience of transportation systems.

AI 2.0 is also aligned to the Department of Homeland Security’s Strategic Plan for Fiscal Years 2020–2024; the President’s Management Agenda and OMB’s Cross-Agency Priority Goals; the 2017 National Security Strategy; the 2018 Quadrennial Homeland Security Review; the 2020 National Strategy for Transportation Security; the 2015 Transportation Systems Sector-Specific Plan; and the 2018 National Strategy for Aviation Security. Developing the AI 2.0 in alignment with these documents ensures our objectives complement cross-agency coordination and goal-setting efforts and reinforces the priorities and goals articulated in the Strategy and AI 2.0 to provide a clear and consistent path forward for TSA. This is demonstrated in the graphic below. The first edition of the AI identified 61 objectives to advance the mission and realize the Strategy over FY 2018–FY 2020¹.



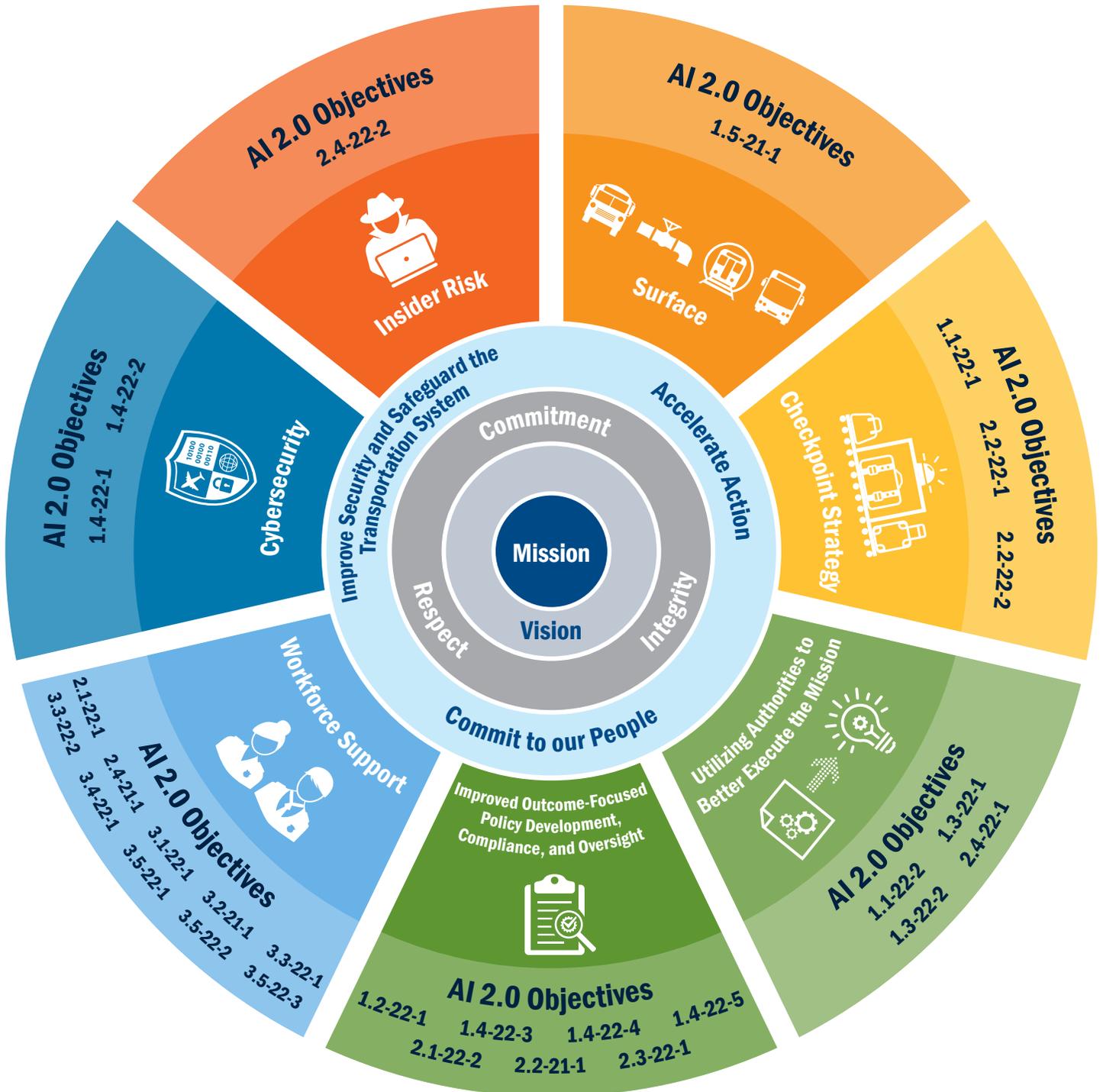
A coordinated effort ensures the Agency delivers mission outcomes, provides excellent service and effectively stewards taxpayer dollars on behalf of the American people through information technology modernization, data accountability and transparency, and a dedicated and prepared workforce.

TSA cannot accomplish this critical mission alone. Together with industry and government partners, we have an opportunity to work more effectively together to advance the way we collectively approach these efforts and transportation security as a whole. To do so, TSA has created an enterprise Innovation Framework, which seeks to find solutions for known strategic and tactical challenges (both technological and procedural), invite novel ideas from non-traditional partners, and seize opportunities for emerging technologies to be applied to the focus areas identified in the TSA Strategy and AI 2.0.

¹ Work on FY 2020 objectives is continuing throughout this fiscal year. Those AI 1.0 objectives that will continue into FY 2021 have been identified in Appendix A.



The 28 objectives and outcome statements defined in AI 2.0 will serve as the Agency’s roadmap, guiding our deployment of effective capabilities and aligning how we engage each other internally and throughout the Transportation Systems Sector² as an integrated team to advance the baseline of mission success. By achieving the outcomes laid out in this document, we will realize TSA’s vision of being an agile and resilient security Agency, embodied by a professional workforce that engages its partners and the American people to outmatch a dynamic threat.



² As designated in Presidential Policy Directive 21: Critical Infrastructure Security and Resilience, dated February 12, 2013.



Leadership Principles

Effective leadership is not only expected at the top tiers of our organization, but must also be practiced at all levels across the Agency. Individually and collectively, we strive to fully employ and enhance our strengths and compensate for our weaknesses. The following leadership principles are enduring from the initial Administrator's Intent, continuing to form the intangible foundation of every action TSA undertakes and complement our core values of integrity, respect and commitment. We will approach our day-to-day activities with the following principles in mind to advance the respectful and innovative culture necessary to fully execute our TSA Strategy.

- **Care for Our People**

Exercise empathy for those you are entrusted to lead and prioritize their welfare; define and measure your success by growing others. Actively coach and mentor our people to help them achieve their potential in support of TSA's mission. Ensure everyone is treated fairly and equitably. Embrace diversity, it is a core strength for TSA.

- **Communicate Effectively**

Communicate up, down and across the Agency transparently; be responsive and close the feedback loop.

- **Collaborate Early and Often**

Collaborate with internal and external stakeholders for diverse perspectives; develop trusted relationships to grow opportunities for mission success.

- **Respectfully Disagree and Commit to the Final Decision**

Engage in frank, respectful and professional dialogue to foster a responsive, high-performing and innovative enterprise; respectfully disagree and commit wholly to the final decision.

- **Take Reasoned Risks**

Be courageous in transforming vision into reality by understanding the risks and opportunities; empower others to do the same.

- **Seek Self-Improvement and Be Proficient**

Be curious, learn and improve; know yourself and learn how to best perform the mission. Focus on your personal development as a leader.

- **Anticipate Challenges and Drive Results**

Look to the future; be proactive and forestall issues; offer viable solutions and plan for success.

- **Hold Ourselves Accountable**

Accept responsibility and demonstrate humility; practice positive accountability by defining and clarifying expectations.

- **Be Adaptive and Resilient**

Embrace change with optimism and resilience; encourage a culture of agility.



Strategic Goals and Objectives (2021-2022)

1. Improve Security and Safeguard the Transportation System

TSA's operational environment requires robust partnerships and effective security operations across all modes of transportation. As the leader in the transportation security network, we continuously strengthen our operational approach through a proficient and professional workforce, powerful and adaptable detection capabilities, enhanced intelligence and vetting capabilities, consistent communications and coordination with regulated and non-regulated partners, and improved passenger experience.



Strategic Goal 1.1: Strengthen the effectiveness of TSA's core capabilities in aviation security

An increasingly complex variety of actors use sophisticated tactics to plot attacks against commercial aviation. To outmatch this threat, we will invest in innovative technologies and processes to strengthen the effectiveness of our operations. Optimizing resources and improving frontline functions will further enable our people to mitigate threats and focus their attention where it matters most.

2022 Objective	Outcome	Owner	Focus Area
1. Align, integrate, and manage canine detection capabilities across all modes of transportation to better detect explosive threats.	TSA has a mature, collaborative canine program that manages capabilities across the enterprise and leverages the unique strengths of canine teams across all transportation modes.	Lead: Domestic Aviation Operations” (DAO)	Checkpoint Strategy
2. Build Agency expertise and operational capability for mitigating risk from unmanned aircraft systems (UAS).	TSA's operational readiness to support counter-unmanned aircraft system (C-UAS) operations at large hub airports is enhanced.	Lead: FAMS Flight Operations	Utilizing Authorities to Better Execute the Mission

Strategic Goal 1.2: Improve intelligence-driven operations with increased information sharing

Effective intelligence and information sharing with frontline operators and transportation partners improves situational awareness and enhances our ability to identify and respond to security risks. We will pursue timely integration of actionable intelligence and increased information sharing to support TSA as an adaptive security organization.

2022 Objective	Outcome	Owner	Focus Area
1. Enhance the identification and sharing of emerging transportation threat information by enhancing TSA's intelligence and vetting operations.	TSA has expanded ability to analyze growing cyber, cargo, surface, and insider threats, and share transportation threat information to TSA security operations and transportation security partners and stakeholders for improved situation awareness, planning and threat mitigation.	Lead: Intelligence & Analysis (I&A)	Improved Outcome-Focused Policy Development, Compliance, and Oversight

Strategic Goal 1.3: Modernize transportation vetting

Improved vetting and credentialing capabilities will offer new possibilities to improve the quality of intelligence, increase security effectiveness and enhance the passenger experience. Emerging technologies will shift customer expectations, including the way passengers interact and share data with service providers. We will embrace this shift by further improving information sharing and integration, pursuing expanded vetting and credentialing authorities and capabilities and modernizing information technology systems, while respecting privacy rights.

2022 Objective	Outcome	Owner	Focus Area
1. Expand the use of TSA PreCheck™ Application Program fees to improve the TSA PreCheck™ passenger experience.	TSA balances short- and long-term funding needs such as enhancements to enrollment, vetting and identity verification activities including biometric vetting and verification, and the checkpoint screening process, while continuing to fully fund the TSA PreCheck™ Application Program.	Lead: Enrollment Services and Vetting Programs (ESVP)	Utilizing Authorities to Better Execute the Mission
2. Enhance TSA's vetting and credentialing activities through expanded approvals for data use and new or refined information technology solutions for vetting and identity verification.	TSA has more efficient, comprehensive vetting across Transportation Systems Sectors to mitigate passenger and insider threats to transportation.	Lead: ESVP	Utilizing Authorities to Better Execute the Mission

Strategic Goal 1.4: Advance global transportation security standards

Terrorist organizations remain committed to inflicting physical and economic damage on transportation systems and infrastructure. Outmatching this adversary requires a global approach that raises the security baseline across all modes of transportation. For our part, we will effectively partner and collaborate to achieve our desired security outcomes and will seek security improvements that are transferrable to the global transportation network. We remain committed to ensuring the implementation and proper oversight of global standards, and to redesigning compliance approaches in order to mitigate potential threats.

2022 Objective	Outcome	Owner	Focus Area
1. Advance cybersecurity initiatives to reduce cybersecurity risk and provide structured oversight to the Transportation Systems Sector.	TSA implements objectives established in the TSA Cybersecurity Roadmap, the DHS Cybersecurity Strategy and the Cyberspace Solarium Commission recommendations.	Lead: Strategy, Policy Coordination and Innovation (SP&I)	Cybersecurity

2022 Objective	Outcome	Owner	Focus Area
2. Address the risks from continued integration of advanced electronic and network systems within the Transportation Systems Sector and in other sectors.	TSA develops and uses the policy and regulatory regimes necessary to address Transportation Systems Sector cybersecurity risk.	Lead: SP&I	Cybersecurity
3. Conduct One Stop Security arrangements in coordination with industry stakeholders and international partners to enhance global aviation security and improve passenger experience. ¹	TSA jointly develops One Stop Security Program concepts for both outbound and inbound recognition.	Lead: International Operations	Improved Outcome-Focused Policy Development, Compliance, and Oversight
4. Enhance security policy processes to develop and implement timely, data-driven, and risk-informed policy and procedures to enhance security outcomes and address current and emerging threats.	TSA improves effectiveness of security through use of outcome-based performance measures collaboratively developed with transportation stakeholders. TSA security policies effectively mitigate against threats to transportation, while also incentivizing stakeholders to pursue effective measures, processes and programs.	Lead: Policy, Plans and Engagement (PPE)	Improved Outcome-Focused Policy Development, Compliance, and Oversight
5. Enhance the cargo supply chain by pursuing policy that augments security requirements for existing regulated entities, and provides opportunities for inclusion of additional entities, such as fulfillment centers; applying cargo security controls in line with revised international standards affecting screening requirements for all-cargo carriers.	TSA provides an alternative framework, in alignment with International Civil Aviation Organization standards for screening outbound international freight transported by all-cargo air carriers for explosives, and establishes a security program for cargo entities under the alternate framework. Existing security program requirements are amended for currently regulated entities.	Lead: PPE	Improved Outcome-Focused Policy Development, Compliance, and Oversight for cargo security

¹ A “one-stop security” program allows for the mutual recognition of screening measures between two countries, such that passengers and their property entering the United States from a designated foreign last point of departure (LPD) airport would be permitted to transfer onto a connecting flight in the United States without additional rescreening.

Strategic Goal 1.5: Promote security partnerships across surface transportation systems

We rely on partnerships across the surface transportation industry to help secure vital areas of the national transportation system. We will advance these partnerships and integrate industry insights to enhance security across all modes of transportation. We will collaborate to share information in the form of exercise-based training and security assessments and develop best practices to improve the security baseline across the surface transportation enterprise.

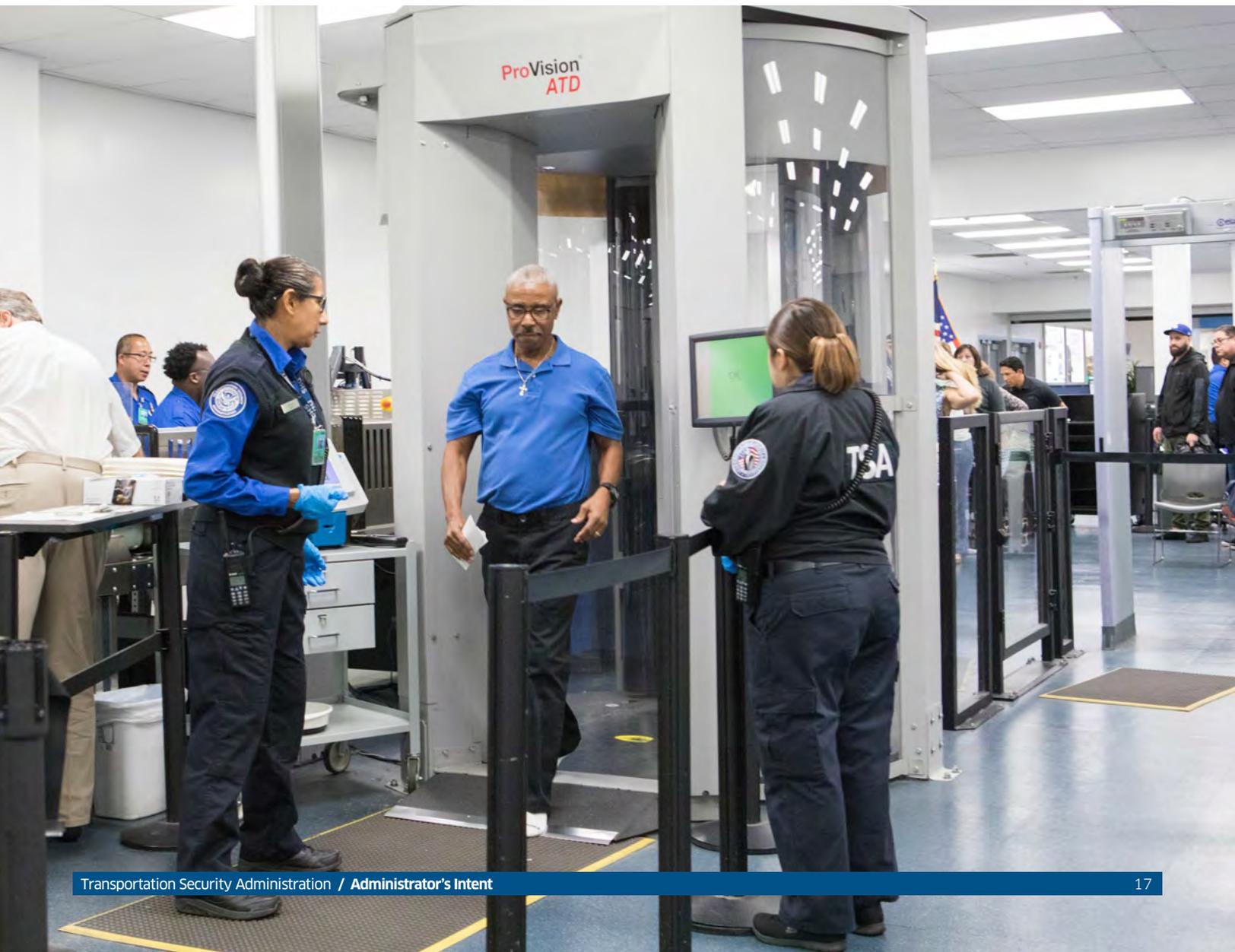
2021 Objective	Outcome	Owner	Focus Area
<p>1. Implement a framework to enhance surface transportation security, through structured oversight of surface stakeholders, that incorporates a strategy to ensure long-term integration of security practices across surface transportation modes through coordination of regulatory issues, infrastructure needs, and security assessment and training programs for intermodal operations.</p>	<p>TSA collaboratively develops policy with surface transportation industry partners, to promote resilience in transportation systems and infrastructure. TSA Surface Operations strategies and operational plans are developed through a formalized planning process.</p>	<p>Lead: Surface Operations</p>	<p>Surface</p>



Strategic Goals and Objectives (2021-2022)

2. Accelerate Action

Accomplishing our mission in a complex and dynamic threat environment requires our people, capabilities and systems to work in concert. Together, we will mature our ability to make timely data-driven decisions, rapidly field innovative solutions, and collaborate with key partners. We will organize to most effectively manage risks and resources. By establishing and promoting mechanisms to foster continuous improvement, we will position the Agency to best anticipate and counter the changing threat across transportation modes.



Strategic Goal 2.1: Improve the speed to decision

As a highly successful security organization, we must make timely and informed, data-driven decisions. To do this, we will align decision authorities to increase operational efficiencies and preserve executive deliberations on sensitive issues. We will encourage cross-functional teams that incorporate all stakeholders and we will adopt enabling business models and solutions.

2022 Objective	Outcome	Owner	Focus Area
1. Develop a process to increase the quality and speed of decision making at TSA by outlining decision-making principles and adopting business methods and solutions that leverage technology and proven business practices.	TSA institutionalizes processes that results in TSA leadership making quality decisions and communicating them faster.	Lead: DADM	Workforce Support
2. Define and implement a business intelligence capability to provide improved data sharing, data analytics, informed decision making and operational automation.	TSA has a standardized business intelligence capability that leverages the enterprise data governance framework; and a data analytics technology platform and tool set that use a developed data framework and standards.	Lead: Information Technology (IT)	Improved Outcome-Focused Policy Development, Compliance, and Oversight

Strategic Goal 2.2: Reduce the time to field solutions

Rapid development and deployment of technical or non-material solutions will enable us to continuously improve operations. Leveraging agile processes and joint capability requirements will enable streamlined solutions, ranging from technology to training. We will use performance metrics to inform future capability requirements and investment decisions. By embracing emerging technologies and process innovation, we will keep pace with our industry partners while advancing security across all modes of transportation.

2021 Objective	Outcome	Owner	Focus Area
1. Seek and use innovative procurement processes that are more streamlined, allow for smart risk taking, lead to a more efficient execution of the procurement process, and achieve sustainable outcome-based solutions allowing for a continuous refresh of the procurement process.	TSA identifies and demonstrates the use of improved procurement processes resulting in improved delivery of mission essential requirements.	Lead: Contracting and Procurement (C&P)	Improved Outcome-Focused Policy Development, Compliance, and Oversight

2022 Objective	Outcome	Owner	Focus Area
1. Advance TSA's capability to leverage and incorporate innovations in artificial intelligence, identity management, machine learning and screening automation across the TSA enterprise to advance TSA's security mission across both the TSA enterprise and the Transportation Systems Sector.	TSA increases the speed and efficiency with which we adapt to the threat environment.	Lead: Requirements and Capabilities Analysis (RCA)	Checkpoint Strategy
2. Research and pilot remote screening and contactless or lighter touch transportation security equipment and processes to both improve efficiency and enhance TSO and passenger safety.	TSA incorporates advancements in processes that allow for new airport screening protections for passenger and cargo screening, as well as mobile identity capabilities.	Lead: RCA	Checkpoint Strategy

Strategic Goal 2.3: Define clear pathways to enable partnership and collaboration

Effectively securing and safeguarding the transportation system requires contributions from a diverse and interconnected community of stakeholders. We will encourage coordination by streamlining entry points into the Agency and actively seeking stakeholder input. Collaborating with government, international, and industry partners will enable timely and well-informed decisions, increase security effectiveness, and advance our shared priorities.

2022 Objective	Outcome	Owner	Focus Area
1. Implement business methods and solutions that enable TSA leadership and the workforce to adopt and leverage technologies and business practices that have proven to be successful in advancing innovation in the private sector.	TSA adopts and integrates private sector best practices that promote innovative collaboration with partners and integrate stakeholder input through prototype thinking, user- centered design, lean startup and the RACI (Responsible, Accountable, Consulted, Informed) approach.	Lead: SP&I	Improved Outcome-Focused Policy Development, Compliance, and Oversight

Strategic Goal 2.4: Align TSA's organizational structure to manage risk and optimize resource allocation

As a highly successful security organization, we must make timely and informed, data-driven decisions. To do this, we will align decision authorities to increase operational efficiencies and preserve executive deliberations on sensitive issues. We will encourage cross-functional teams that incorporate all stakeholders and we will adopt enabling business models and solutions.

NOTE: As a result of the 2018 TSA Strategy and AI 1.0, TSA realigned its organizational structure. TSA will continue to build on operational efficiencies from its realignment to further improve TSA.

2021 Objective	Outcome	Owner	Focus Area
1. Institutionalize a comprehensive strategic planning capability to advance the planning culture and expertise at TSA.	TSA uses a strategic planning capability resulting in a cadre of planners embedded throughout the TSA enterprise, and a formalized and deliberate strategic planning process that translates our policies, strategies, doctrine and planning guidance into a suite of strategic, operational and tactical plans.	Lead: SP&I	Workforce Support

2022 Objective	Outcome	Owner	Focus Area
1. Seek innovative funding models that enhance TSA's security mission.	TSA maximizes opportunities in appropriated and fee funds while leveraging public-private partnerships to incentivize and amplify transportation security spending across the Transportation Systems Sector.	Lead: Chief Financial Office (CFO)	Utilizing Authorities to Better Execute the Mission
2. Improve, enhance and centralize TSA's enterprise-wide Insider Threat Program, and develop new capabilities to increase security across the transportation sector against risks from an insider.	TSA implements objectives established in the TSA Insider Threat Roadmap.	Lead: FAMS Flight Operations	Insider Risk



Strategic Goals and Objectives (2021-2022)

3. Commit to Our People

We remain wholly committed to our people. Our strategic success depends upon how well we attract, hire, train, develop, promote, retain and equip our workforce at all levels of the organization. We will cultivate a skilled and professional team with the entrepreneurial spirit necessary to meet the next challenge.



Strategic Goal 3.1: Recruit and hire a capable and diverse team of exceptional individuals

To remain a global leader in transportation security, we must maintain a professional workforce adept in the new skillsets required to secure the transportation networks. This requires a strategy that enables us to identify emerging needs and recruit and retain a professional workforce developed to meet current and future mission requirements.

2022 Objective	Outcome	Owner	Focus Area
1. Strengthen enterprise-wide workforce requirements and align with current employee skills and experience through manpower and workforce analysis.	TSA has instituted Strategic Workforce Planning to ensure employees' skills and experiences align with the Agency's mission and workforce requirements.	Lead: Human Capital (HC)	Workforce Support

Strategic Goal 3.2: Establish effective communication channels and promote responsiveness, inclusion, and collaboration

By promoting responsiveness and inclusion across the organization through transparent communication channels, we will build a diverse culture where our employees can excel. Moreover, promoting our collective and individual success is an important part of providing a positive environment for our employees.

2021 Objective	Outcome	Owner	Focus Area
1. Create and enforce formal mechanisms to facilitate information sharing, dissemination and unified effort across program offices, from and with the field.	TSA effectively communicates leadership decisions, employee perspectives, and clarifies intent to establish a shared culture across the Agency using formal information sharing mechanisms.	Lead: Strategic Communications and Public Affairs (SCPA)	Workforce Support

Strategic Goal 3.3: Foster an environment of continual learning and growth that instills shared organizational values and advances technical, critical thinking, and leadership skills

To prepare for tomorrow’s challenges, we will work to continually elevate and broaden the skill of our workforce and competency of our leaders. We will provide innovative training and development opportunities that will increase proficiency, improve effectiveness, instill a shared culture, and sharpen leadership skills.

2022 Objective	Outcome	Owner	Focus Area
<p>1. Expand and enhance training pathways to support TSA’s career progression initiatives for employees and emerging leaders.</p>	<p>TSA provides new opportunities for employee growth to further strengthen career progression by providing clear advancement milestones to all TSA employees, including those employees within TSA’s professional communities of practice, such as accounting and budgeting professionals; Federal Air Marshals, information technology professionals; intelligence and policy analysts; procurement professionals; and the screening workforce. Employees have the opportunity to attain next-level skills within job classification, such as training to operate in an increasingly automated and technical working environment.</p>	<p>Lead: Training and Development (T&D)</p>	<p>Workforce Support</p>
<p>2. Establish next generation training capabilities that leverage innovation and technology to facilitate distance, mobile, and virtual learning.</p>	<p>TSA assesses, deploys, and uses alternate platforms for training delivery, such as virtual/augmented reality training to enhance training and facilitate distance learning.</p>	<p>Lead: T&D</p>	<p>Workforce Support</p>

Strategic Goal: 3.4: Retain, reward, and promote high performers and define career paths for advancement

Retaining high-performing individuals is key to ensuring institutional knowledge continues to aid in the strengthening and advancement of TSA. Defined career paths and standardized processes will provide opportunities to recognize, reward, and promote those who consistently excel in their role.

2022 Objective	Outcome	Owner	Focus Area
1. Establish and maintain a robust framework of compensation tools with a focus on inclusion, career development, performance recognition, service pay, and non-monetary benefits.	TSA implements a workforce framework that defines career paths, recognizes performance and rewards excellence. TSA maximizes the health and safety of its highly skilled and diverse workforce, and demonstrates that a culture of inclusion is essential to enabling each employee to contribute to his or her fullest in support of TSA's mission.	Lead: HC	Workforce Support

Strategic Goal: 3.5: Develop and sustain the systems and infrastructure necessary to support our workforce

Today’s workforce requires access to advanced, reliable, and secure systems paired with a durable infrastructure. We will make the necessary investments in technology and security systems to enable our people to successfully carry out their responsibilities both on the frontlines and in mission support.

2022 Objective	Outcome	Owner	Focus Area
<p>1. Modernize and integrate human capital information technology systems to streamline and improve service delivery.</p>	<p>TSA has modernized HC’s information technology systems to provide an enhanced experience for candidates, hiring managers, and TSA human resources specialists through improved processing timelines and quicker decision making during the candidate selection process.</p>	<p>Lead: HC</p>	<p>Workforce Support</p>
<p>2. Advance TSA’s capability to expand cloud offerings with an emphasis on Software as a Service solution to provide an ecosystem of cloud targets to support the modernization of TSA’s infrastructure and applications.</p>	<p>TSA has identified choices in a plan of action for Data Center consolidation, application and service modernization, reduced capital expenditures, and greater flexibility.</p>	<p>Lead: IT</p>	<p>Workforce Support</p>
<p>3. Establish and implement programs that ensure the resilience of the workforce and its ability to continue operations during exigent circumstances (e.g., funding shutdowns, pandemics, localized disruptions) and follow-on recovery actions.</p>	<p>TSA’s employee resilience programs support the overall mental and physical health, awareness, and well-being of the workforce. These programs are based on lessons learned during previous workforce disruptions, and include a process for continuous review and evolution of policies to address possible disruptions in operations.</p>	<p>Lead: HC</p>	<p>Workforce Support</p>



Implementation Plans

The next step is to operationalize this Intent. Lead offices will be responsible for drafting and maintaining Implementation Plans for each of their objectives. These Implementation Plans will identify the specific initiatives, activities, milestones, funding requirements, risks performance measures and provide a measurable end state. When executing the objectives outlined in this document, leaders are expected to apply the following enduring principles that guide how we are to operate. While not exhaustive, this list is especially important to ensure TSA meets the short- and medium-term objectives of AI 2.0.

1. Prioritize the mission and maintain readiness.
2. Align activities to DHS and TSA strategy and policy.
3. Define end states with measurable metrics.
4. Collaborate to drive value for transportation security through action, transparency and accountability.
5. Maintain an internal and external customer focus.
6. Actively seek stakeholder input.
7. Make deliberate, time-bound decisions; succeed or fail fast and adjust as necessary.
8. Keep others informed through transparency and documentation.
9. Minimize surprises by sharing and addressing all the facts; highlight where help is needed, can be provided, or both.
10. Challenge the status quo to promote agility and adaptability.
11. Responsibly prioritize funding and time to achieve maximum impact with available resources.
12. Promote critical thinking, ideas and solutions.

Assigning a lead owner for each objective provides a measure of transparency and accountability. Each owner will be responsible for leading and providing regular updates for their objectives. This effort will help ensure our strategy is a living document that will help us to be intentional in revisiting progress towards our goals.



Appendix A

This appendix shows what objectives originally planned for implementation in the first three years of the first Administrator’s Intent (AI 1.0, FY 2018-2020) are completed, ongoing, rescoped to continue into FY 2021 and 2022, or discontinued due to factors that changed since original issuance. A scorecard of all AI 1.0 objectives stating outcomes achieved will be published in FY 2021.

Overall Status

STATUS	FY18	FY19	FY20	Total
Completed	9	22	6	37
Ongoing	0	4	9	13
Rescoped for AI 2.0	1	3	4	8
Discontinued	1	1	1	3
TOTALS	11	30	20	61
Completion % for FY	82%	73%	*	--
Completion % for AI 1.0	14%	51%	*	--

*Period of performance ends September 30, 2020

Status by Objective

Objective	Office	Imp FY	Status
1.2.2 Increase participation and scope of formalized multimodal intelligence and information sharing forums to more holistically share threat information and improve threat awareness for industry and government security operations across all transportation modes.	I&A	19	Ongoing
1.2.4 Modernize and expand TSA intelligence systems and infrastructure at headquarters, in the field, with industry and other stakeholders, including expanded and improved HSDN systems, data management software, and physical security improvements at dispersed locations to improve the scope and speed of disseminating threat information and make transportation security operations more agile and effective.	IT	20	Ongoing
1.3.1 Enhance passenger vetting capabilities, including expanding passenger and flight-by-flight risk segmentation, integrating with field operations, expanding vetting sources and analytics, and pursuing expanded authorities.	Ops Sup	20	Rescoped. Merged with 1.3.2
1.3.2 Expand credential vetting capabilities, including expanded vetting sources and authorities, enhanced identity verification, and enhanced terrorism, criminal and immigration vetting.	ESVP	19	Rescoped for AI 2.0. Objective 1.3-22-2

Objective	Office	Imp FY	Status
1.3.3 Expand TSA vetting authorities to enable TSA to offer enrollment and vetting as a service to increase transportation security mission.	ESVP	20	Ongoing
1.3.5 Sustain and strengthen transportation vetting capabilities by modernizing information technology systems and adopting innovative processes to drive efficiency and reduce the time required to implement new technical features and capabilities.	IT	20	Ongoing
1.4.1 Develop and implement security policies, in conjunction with strategic partners, to deploy risk-based transportation security measures to counter threats across all modes more effectively and efficiently.	PPE	20	Ongoing
1.4.4 Strengthen cargo security capabilities to include expanding and fully executing TSA cargo screening and vetting authorities and coordinating across other DHS agencies with cargo equities.	PPE	19	Ongoing
1.4.7 Modernize TSA's enterprisewide Insider Threat Program by developing technical capabilities to evaluate key risk indicators; enabling insider threat detection and case management; partnering with stakeholders to create tailored mitigation strategies, and developing long term trends and patterns within the transportation domain.	LE/ FAMS	19	Rescoped for AI 2.0. Objective 2.4-22-2
1.5.1 Lead interagency partners to support the development of uniform federal government solutions for surface transportation security providers.	PPE	20	Ongoing
1.5.3 Conduct and share assessments on high-risk surface transportation systems and associated assets to identify national trends, security gaps, and address critical vulnerabilities to address the highest risks across all surface modes of transportation.	PPE	18	Rescoped for AI 2.0. Objective 1.5-21-1
1.5.4 Identify and communicate best practices and lessons learned to stakeholders and international partners through drills, exercises (to include multimodal), modal assessments, and information sharing.	PPE	20	Rescoped for AI 2.0. Objective 1.5-21-1
2.1.4 Develop business and advanced analytic modeling capabilities to support a timely, data-driven decision making process.	SP&I	20	Ongoing
2.2.2 Develop an integrated countermeasures architecture that depicts threat origins and pathways, and repels those threats by integrating countermeasure platforms to enable data fusion and new networked security capabilities. Within this countermeasure architecture, include security capabilities operated by external stakeholders, and support opportunities to improve them with analytic and developmental activities.	RCA	20	Rescoped for AI 2.0. Objective 2.2-22-1

Objective	Office	Imp FY	Status
2.2.3 Modularize transportation security equipment to disaggregate sensors from data analytics, and to improve equipment upgradeability and interoperability for training and logistics support. Broaden TSA's ability to incorporate innovations from non-traditional vendors, such as through new sensors or the use of recent data analytic techniques like machine-learning. Support 2.2.3 by making sensor data available for centralized analytics through cyber-secure network connections, while ensuring a resilient continuity of operations should network infrastructure be attacked.	RCA	20	Discontinued due to lack of funding
2.2.6 Identify and demonstrate emerging technology solutions that increase security effectiveness, improve passenger experience, and streamline the flow of commerce by quickly identifying, demonstrating, and evaluating new solutions in a live field environment, leading to better requirements, new solutions, and faster acquisitions.	RCA	20	Ongoing
2.3.1 Establish responsive feedback channels with external partners.	SP&I	18	Discontinued. Additional work in this area will be accomplished in Objective 2.3-22-1.
2.4.3 Formalize a strategic management process that aligns strategy and policy to operations by leveraging risk assessment capabilities to inform resource allocation.	SP&I	19	Ongoing
3.2.3 Create and enforce formal mechanisms to facilitate information sharing and dissemination across program offices and with the field.	SP&I	19	Rescoped for AI 2.0. Objective 3.2-22-1
3.2.4 Create, refine, and promote the availability of easily accessible tools and resources to aid employees in resolving conflict at the lowest level resulting in increased employee confidence that they can raise and resolve conflicts, either on their own or with the help of accessible agency resources.	CRL/OTE	19	Ongoing
3.4.1 Define and publish career path progressions for all TSA operational career fields that include specialization, leadership opportunities, and career development to continue the professionalization of the workforce.	HC	20	Ongoing
3.4.3 Develop a TSA succession plan that defines competencies needed for executive positions and includes relocation practices to enhance leadership availability so as to ensure the long-term stability of TSA.	DADM	19	Discontinued. Relocation practices complete; succession planning is part of Human Capital ongoing activities.

Objective	Office	Imp FY	Status
3.5.2 Automate frontline non-security functions through connectivity to support remote centralized configuration management and enhanced data collection and analysis to inform frontline operations and security solution development.	APM	20	Ongoing
3.5.3 Modernize legacy IT infrastructure to reduce costs and time to solutions and services.	IT	20	Rescoped for AI 2.0. Objective 3.5-22-2

Appendix B

Office Acronym List

APM	Acquisition Program Management
CC	Chief Counsel
CRL/OTE	Civil Rights & Liberties, Ombudsman and Traveler Engagement
C&P	Contracting and Procurement
ESVP	Enrollment Services and Vetting Programs
CFO	Chief Finance Office
DAO	Domestic Aviation Operations
DADM	Deputy Administrator
HC	Human Capital
IO	International Operations
IT	Information Technology
I&A	Intelligence and Analysis
LE/FAMS	Law Enforcement/Federal Air Marshal Service
PPE	Policy, Plans and Engagement
RCA	Requirements and Capabilities Analysis
SCPA	Strategic Communications and Public Affairs
SP&I	Strategy, Policy Coordination and Innovation
T&D	Training and Development



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