



Administrator's Intent 3.0

July 2023





Table of Contents

Administrator’s Message 1

Introduction 4

Strategic Goals and Objectives (2023-2025) 8

Implementation Plans 14

Appendix: Acronym List 15

Administrator's Message

July 6, 2023

TSA's vision is to remain an agile world-class security agency, embodied by a professional workforce that engages its transportation partners and the traveling public to outmatch a dynamic threat. To that end, the Agency collaborated with stakeholders across transportation systems to develop an eight-year strategy to highlight the key priorities necessary for TSA to fulfill its mission of protecting the nation's transportation systems to ensure freedom of movement of people and commerce.

To accompany the strategy and emphasize and reinforce accountability, TSA issued two previous execution plans called the Administrator's Intent (Admin Intent) 1.0 and Admin Intent 2.0. These plans describe short- and medium-term objectives to achieve those strategic priorities.

As I carry out my second term, my intention is to put TSA in a position to strengthen our readiness by modernizing and enhancing our processes, structures, and systems to support the Agency as it continues to evolve.

Today, I am pleased to issue the third edition of the Admin Intent that focuses on 20 critical issues involving our people, partnerships, and technology and builds on the successes we have achieved to date. Once accomplished, Admin Intent 3.0 will provide flexibility and resiliency to further support our mission and operations through 2025 with its focus on:

- Investing in our frontline workforce.
- Maintaining and strengthening our partnerships with transportation stakeholders and international governments to continue raising security standards.
- Continuing to drive innovation in technology to remain ahead of emerging threats.

It is aligned with Department of Homeland Security 2023 Priorities¹ as well as national strategies and directives, including the National Cybersecurity Strategy and the Executive Order on Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government.

To ensure that a comprehensive cross section of stakeholders contributed to the development of Admin Intent 3.0, we conducted extensive outreach to the TSA workforce, our diverse aviation and surface transportation industry partners, and Congressional committees. This effort informed the objectives, reflecting the challenges and opportunities TSA and its partners face across the transportation systems.



1 [Twelve cross-functional priorities to guide DHS's strategic focus for the 2023 and beyond, January 25, 2023.](#)

Your hard work and dedication over the last five years have shifted the Agency toward a more favorable security posture. Some of the many achievements we have made in the first two editions of the Admin Intent include the following:

- Implementing a Planning, Programming, Budgeting, Execution framework to streamline the budget process.
- Procuring advanced technology X-ray/Computed Tomography equipment to enhance our screening capabilities at the checkpoint.
- Developing the Capability Acceptance Process to evaluate, accept, and put into use donations from industry.
- Conducting Transportation Security Officer fast-track hiring events to address staffing at high attrition and critical need airports.
- Enhancing cybersecurity resilience for the nation's critical pipelines and passenger and freight rail carriers.
- Adopting technologies and business practices proven to be successful at advancing innovation in the private sector.
- Expanding and enhancing training pathways to support career progression and establishing next generation capabilities to facilitate distance, mobile, and virtual learning.

It is my hope that Admin Intent 3.0 lays out a clear path to build on this momentum. I am confident that the TSA workforce will continue to rise to the challenge of outmatching threats to our transportation systems.

A handwritten signature in black ink that reads "David P. Pekoske". The signature is written in a cursive, flowing style.

David P. Pekoske
Administrator



Introduction

The [TSA Strategy](#) establishes how we approach our vital mission and is organized on the following priorities:

Strategic priority 1: Improve Security and Safeguard the Transportation Systems by being agile, innovative, rapidly deploying new solutions, and maximizing the impact of our resources.

Strategic priority 2: Accelerate Action by rapidly testing new ideas, processes, and technologies.

Strategic priority 3: Commit to Our People by continuing to develop an organizational culture that promotes both the entrepreneurial spirit and operational excellence.

The TSA Strategy establishes a clear mission, vision, values, priorities, and goals to guide us through the Agency's 25th anniversary in 2026. The Admin Intent helps implement the strategy by outlining objectives that specifically define how we will work toward our strategic priorities.

The nation's transportation systems are critical to the American way of life, which makes them prime targets for terrorist and cyberattacks. These systems face threats from a broad spectrum of adversaries, including nation states and their proxies, foreign terrorist organizations, domestic terrorist actors, and transnational criminal organizations. Some threats in this environment are well-established, such as terrorists who continue to target aviation with improvised explosive devices. Other threats are still emerging, such as 3D printed non-metallic weapons and weaponized unmanned aircraft systems. Cyber threats from a range of potential actors pose a risk to both the information systems and operational technology commonly used in transportation systems.²

In addition to the risk environment, the nation's transportation systems are also shifting in response to changing demands, new technologies, and challenging circumstances. For example, remote work schedules, the rise of battery-electric and hydrogen vehicles, and increasingly interconnected information systems continue to drive the evolution of the transportation sector. Innovative security technologies, cooperation between stakeholders, a well-trained and dedicated security workforce, and a proactive approach to preparedness and resilience are all needed to keep pace with this evolution.

Although evolving, securing the nation's transportation systems sector presents a host of unique challenges. The sector includes moving people and goods over air, land, and sea, as well as the use of technology that ranges from cutting-edge to decades old. An effective security approach must address both common and unique risks within these modes. Our transportation goals rely on collaboration between government and industry – from small businesses to multinational corporations – and our transportation activities must reflect and promote this cooperation.

² This activity has included – and continues to include – nation-states carrying out cyber espionage and developing cyberattack capabilities to gain technological, political and/or economic advantages by causing localized, temporary disruptive effects on critical infrastructure, impacting the public support/perceptions, and U.S. economy.

Finally, the nation’s transportation security strategy must respect the rights and liberties of the traveling public and must not unduly burden the efficient operation of these systems. The nation’s transportation security strategy must address all these challenges to be successful.

Table 1 shows how the 20 objectives align to the three strategic priorities. We will continue to assess our organizational roles and responsibilities to ensure our Agency is staffed, resourced, and organized in a way that remains responsive to the changing environment.

Table 1: Objective Alignment with Strategic Priority

Objectives	Strategic Priorities		
	1	2	3
	Improve Security and Safeguard the Transportation Systems	Accelerate Action	Commit to Our People
Threat Detection	✓		
Threat Forecasting	✓	✓	
Customer Experience	✓	✓	
Air Cargo Security	✓	✓	
Advanced Air Mobility	✓	✓	
One-Stop Security	✓	✓	
Business Intelligence		✓	
Open Architecture	✓	✓	
Risk-based, Outcome-focused Security	✓	✓	
Positive Security Culture	✓	✓	
Insider Threat	✓	✓	
Federal Air Marshal Service	✓	✓	
Organizational Governance		✓	
Drive Resourcing Higher	✓	✓	✓
Recruitment/Hiring		✓	✓
Outcome-Driven Contracting		✓	
Communications		✓	✓
People & Culture		✓	✓
Workforce Retention	✓		✓
Human Capital Information Technology Improvement		✓	✓

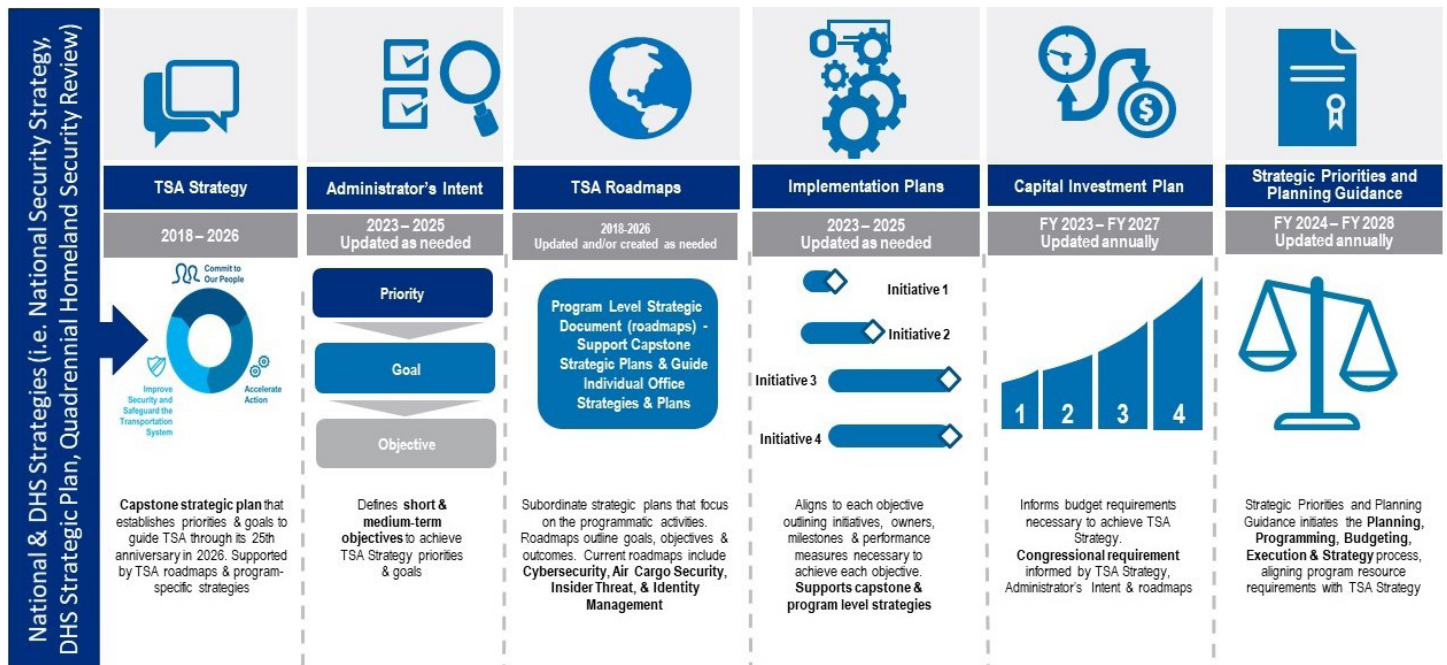
Admin Intent 3.0 is also aligned with the:

- Department of Homeland Security 2023 Priorities
- National Security Strategy, October 2022
- Executive Order on Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government, December 2021
- National Cybersecurity Strategy, March 2023
- President’s Management Agenda and the Office of Management and Budget’s Cross-Agency Priority Goals
- Department of Homeland Security’s Strategic Plan for fiscal years 2020–2024
- National Strategy for Transportation Security, April 2023
- TSA Enterprise Risk Register priorities

Aligning Admin Intent 3.0 with these documents ensures that our objectives complement both cross-agency coordination and goal-setting efforts.

Our strategic framework is shown in Figure 1. A coordinated effort ensures TSA remains transparent through its planning process, delivers mission outcomes, provides excellent customer service, and maximizes the use of limited resources. It also helps to modernize and enhance TSA structures, processes, and systems to support a more effective security posture and strengthen readiness.

Figure 1: TSA’s Strategic Framework



We cannot accomplish this critical mission alone. Together with industry and intergovernmental partners, we have an opportunity to work more effectively together to advance the way we approach these efforts and transportation security.

TSA maintains a vision for a secure future that it can achieve through investments, partnerships, innovation, and research and development. This future focuses on interconnected transportation security, continued investment in the TSA workforce, an improved passenger experience, and an elevated security baseline.



Strategic Objectives (2023-2025)

This section describes our strategic objectives through 2025 and the outcomes we hope to achieve. These 20 objectives and outcome statements will serve as our Agency’s action plan to raise the baseline of mission success.

Objective	Outcome
<p>Threat Detection: Develop and assess security screening detection capabilities through consistent collaboration with stakeholders on training, technology, and use of covert testing data and other evaluation methods to capitalize on knowledge-based performance and innovative solutions.</p>	Improved collaboration and sharing of quantitative analyses help timely identification and resolution of threats, and promotion of other improvements in screening detection systems.
Lead: Security Operations (SO)	Implementation: FY 2024 Strategic Priority Linkage³: 1

Objective	Outcome
<p>Threat Forecasting: Improve TSA’s ability to anticipate cyber risks and other emerging threats through greater understanding of their impacts on the TSA mission.</p>	TSA integrates and shares insightful intelligence products, using a well-developed analysis capability that adjusts to a changing threat landscape and reduces risk.
Lead: Operations Support (OS)	Implementation: FY 2024 Strategic Priority Linkage: 1, 2

Objective	Outcome
<p>Customer Experience (CX): Develop an integrated plan to organize, align, and communicate activities that positively influence the customer experience.</p>	TSA CX vision and activities are integrated, optimized, and known across the Agency, coordinated with federal guidance, and result in improved customer satisfaction.
Lead: Chief of Staff (COS)	Implementation: FY 2023 Strategic Priority Linkage: 1, 2

³ Show objective alignment to Strategic Priorities listed in the TSA Strategy (see Table 1).

Objective	Outcome	
<p>Air Cargo Security: Enhance air cargo security by collaborating with industry and the interagency to align policies and activities to the air cargo supply chain, encourage the testing and use of innovative screening technologies, and explore potential security gains in areas such as domestic all-cargo flights and additional classes of U.S. mail.</p>	<p>Air cargo security programs are aligned to the supply chain environment. The industry self-evaluates its security effectiveness and can identify security gaps.</p>	
<p>Lead: OS</p>	<p>Implementation: FY 2024</p>	<p>Strategic Priority Linkage: 1, 2</p>

Objective	Outcome	
<p>Advanced Air Mobility: Establish a framework to guide TSA and its partners to integrate security by design⁴ into emerging Advanced Air Mobility systems and operating environments.</p>	<p>TSA has an agile security framework that enables scaled integration of advanced air mobility systems into the aviation ecosystem.</p>	
<p>Lead: COS</p>	<p>Implementation: FY 2024</p>	<p>Strategic Priority Linkage: 1, 2</p>

Objective	Outcome	
<p>One-Stop Security (OSS): Establish OSS operations between the United States and select last point of departure airports to exempt the rescreening of transfer passengers and baggage arriving at a designated U.S. airport from designated international airports.</p>	<p>OSS agreements encourage investment in aviation security, increase information sharing, and build trust. They also reduce redundant screening requirements and improve the customer experience.</p>	
<p>Lead: SO</p>	<p>Implementation: FY 2024</p>	<p>Strategic Priority Linkage: 1, 2</p>

Objective	Outcome	
<p>Business Intelligence: Develop systems, tools, and processes to provide the capability to use analytics, data mining, data visualization, and other capabilities to improve Agency decision-making.</p>	<p>TSA has a collaborative and evidence-based process that uses both information and data to inform risk assessment, policy, program, and operational decisions.</p>	
<p>Lead: COS</p>	<p>Implementation: FY 2025</p>	<p>Strategic Priority Linkage: 2</p>

4 Systems and capabilities are designed from the onset to be foundationally secure.

Objective	Outcome	
Open Architecture: Develop and define common and accessible technical standards, capabilities, and processes to enable an open, streamlined, and secure infrastructure for transportation security screening.	TSA can seamlessly integrate new capabilities and optimize services to improve operational performance and inform strategic investment.	
Lead: OS	Implementation: FY 2023	Strategic Priority Linkage: 1, 2

Objective	Outcome	
Risk-based, Outcome-focused Security: Collaborate with stakeholders to assess the effectiveness of security policy and compliance activities, including the examination of security data, to proactively identify opportunities for security improvement.	TSA develops policy and implements processes and compliance activities that result in risk-based and outcome-focused security that is documented, assessed for effectiveness, and consistently achieves desired results.	
Lead: OS	Implementation: FY 2024	Strategic Priority Linkage: 1, 2

Objective	Outcome	
Positive Security Culture: Define standards for a system of shared accountability for a “duty of performance,” in which employees strive to self-correct and voluntarily disclose performance issues.	Organizations and employees proactively demonstrate compliance with TSA’s security regulations and are collectively committed to compliance, self-correction, and voluntary disclosure.	
Lead: COS	Implementation: FY 2025	Strategic Priority Linkage: 1, 2

Objective	Outcome	
Insider Threat: Implement and enhance capabilities and technologies within the Transportation Systems Sector to better identify unusual behaviors, support proactive threat assessment, identify investigative follow-up, and share relevant information with industry.	TSA proactively detects, assesses, responds to, investigates, and communicates potential insider threats.	
Lead: Law Enforcement/Federal Air Marshal Service (LE/FAMS)	Implementation: FY 2024	Strategic Priority Linkage: 1, 2

Objective	Outcome
Federal Air Marshal Service: Enhance the capabilities of LE/FAMS's field-based law enforcement across the Transportation Systems Sector.	The capabilities of TSA's field-based law enforcement are optimized to align with key activities throughout the Transportation Systems Sector.
Lead: LE/FAMS	Implementation: FY 2023 Strategic Priority Linkage: 1, 2

Objective	Outcome
Organizational Governance: Assess TSA's organizational roles and responsibilities related to policymaking, international engagement, acquisitions, and law enforcement functions to identify opportunities for improvement.	Improved governance enhances TSA's structure and processes for decision-making and ensures engagement and related functions are aligned.
Lead: COS	Implementation: FY 2024 Strategic Priority Linkage: 2

Objective	Outcome
Drive Resourcing Higher: Communicate TSA's risk-based requirements for, and non-traditional approaches to, resourcing to our external partners to support mission priorities and long-term goals.	TSA can fully fund mission-critical requirements through additional Aviation Security Passenger Fee allocations and other nontraditional resourcing opportunities. For example, Reimbursable Screening Services Program, gifting, cost-sharing and public-private ventures.
Lead: COS	Implementation: FY 2025 Strategic Priority Linkage: 1, 2, 3

Objective	Outcome
Recruitment/Hiring: Improve recruitment and hiring processes by implementing strategies to assess national and regional job markets, forecast workforce requirements, and decrease time-to-hire, thereby mitigating a significant enterprise risk.	TSA sustains a high-performing workforce and has low vacancy rates in key frontline positions.
Lead: Enterprise Support (ES)	Implementation: FY 2024 Strategic Priority Linkage: 2, 3

Objective	Outcome
Outcome-Driven Contracting: Assess TSA's current approach and methodology to contracting for services to determine appropriate courses of action to effectively and efficiently meet mission needs.	A streamlined and modernized service contracting process allows for adequate time to assess continuing out-year requirements.
Lead: ES	Implementation: FY 2025 Strategic Priority Linkage: 2

Objective	Outcome	
<p>Communications: Enhance communications with the TSA workforce with an emphasis on field staff. This will increase overall awareness of key issues, decisions, priorities and initiatives, and inspire positive Agency advocacy.</p>	<p>TSA leadership and the field effectively communicate across multiple platforms in a timely manner in order to increase workforce knowledge of the mission, key issues and initiatives, and builds employee proficiency in enterprise operations.</p>	
<p>Lead: COS</p>	<p>Implementation: FY 2024</p>	<p>Strategic Priority Linkage: 2, 3</p>

Objective	Outcome	
<p>People & Culture: Nurture our culture to encourage innovation and collaboration, and to learn from and celebrate our differences. Provide transparent communication of workforce culture attributes, activities, and improvements.</p>	<p>TSA is a workplace where every employee feels valued and can meet the mission to the best of their ability. TSA is flexible, fair, and provides equal employment opportunities to its workforce.</p>	
<p>Lead: COS</p>	<p>Implementation: FY 2025</p>	<p>Strategic Priority Linkage: 2, 3</p>

Objective	Outcome	
<p>Workforce Retention: Improve workforce retention by proactively monitoring and analyzing separations and implementing “people-first” strategies that cultivate employee perceptions of TSA as a career of choice. Assess TSA employment policies and practices and implement strategies to remove barriers and close gaps.</p>	<p>TSA can acquire, develop, and retain talent across the Agency.</p>	
<p>Lead: ES</p>	<p>Implementation: FY 2024</p>	<p>Strategic Priority Linkage: 1, 3</p>

Objective	Outcome	
<p>Human Capital Information Technology Improvement: Modernize TSA’s Human Capital (HC) information technology systems to provide an improved interface for candidates, hiring managers, TSA human resources specialists, and employees.</p>	<p>A streamlined and improved HC information technology system improves processing timelines and simplifies the candidate selection process.</p>	
<p>Lead: ES</p>	<p>Implementation: FY 2024</p>	<p>Strategic Priority Linkage: 2, 3</p>



Implementation Plans

The next step is to put this plan into action. First, we will assign a lead executive for each objective to provide a measure of transparency and accountability.

Each executive will be responsible for managing their objectives, including developing and maintaining implementation plans. The plans will identify the specific initiatives, activities, milestones, funding requirements, and risks and provide a measurable end state. This effort will help ensure the TSA Strategy is a living document and that we are intentional in revisiting progress toward meeting our goals.

Lead executives will also be responsible for providing regular updates on the status of their objectives and complying with all dashboard reporting requirements. Information in the dashboard will be used to brief key executives on the status of implementation.

When executing the objectives outlined in this document, TSA leaders are expected to apply the following guiding principles. While not exhaustive, they are especially important to ensure we meet both the short- and medium-term objectives of Admin Intent 3.0.

1. Prioritize the mission and maintain readiness.
2. Align activities to Department of Homeland Security and TSA strategy and policy.
3. Define end states with measurable metrics.
4. Collaborate both internally and externally 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 unforeseen or unanticipated challenges 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 across organizational boundaries.

Appendix

Acronym List

Acronym	Definition
Admin Intent	Administrator's Intent
COS	Chief of Staff
CX	Customer Experience
ES	Office of Enterprise Support
FY	Fiscal Year
LE/FAMS	Law Enforcement/Federal Air Marshal Service
OS	Office of Operations Support
OSS	One-Stop Security
SO	Security Operations





@TSA



@TSA



facebook.com/TSA