



Administrator's Intent



Transportation
Security
Administration

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Administrator's Message

June 1, 2018

To the men and women of TSA:

We recently published the 2018-2026 TSA Strategy. This strategy articulates a shared vision for our agency and identifies the priorities and goals that will guide us through our 25th anniversary in 2026. It is the agency's document, designed to be stable, guiding our major strategic areas of focus. Together we will improve security and safeguard the transportation system, accelerate action, and commit to our people.

In addition, we submitted to the Department of Homeland Security our first Capital Investment Plan (CIP) with our FY2020 budget request. The CIP lays out the capital requirements over a five-year budget planning period that are needed to implement our strategy and achieve our objectives.

Today, I am pleased to release my Administrator's Intent ("Intent") which clearly identifies how we will execute our strategy over the near term, between now and the end of 2020. The Administrator's Intent identifies specific items that I intend to pursue during my tenure to accomplish the priorities established in TSA's Strategy. It establishes objectives, defines outcomes, assigns lead and support offices, and identifies timelines for each of our strategic priorities. Additionally, it provides the Leadership Principles that I call on all of us to employ. It also lays out my Guiding Principles on how to best execute our strategic objectives. The Administrator's Intent is a living document that will be updated as necessary to best position TSA to accomplish our objectives.

For each objective identified in the Intent, the responsible programs will draft and manage an Implementation Plan that provides additional



execution details and the associated performance metrics. Further, the Intent objectives will be included in the individual performance plans of our senior leadership team so that we hold ourselves accountable for progress.

TSA's continued success is contingent on our shared ability to rise to the challenge of outmatching a dynamic threat to our aviation and surface transportation systems. Our approach to this undertaking is clearly laid out in the three distinct, yet mutually reinforcing, guiding documents: TSA Strategy, Administrator's Intent, and Capital Investment Plan. In advancing our strategy, we will continue to live up to the high expectations of the travelling public, our partners, and each other.

David P. Rebocke

Introduction

The Transportation Security Administration (TSA) protects the Nation's transportation systems to ensure freedom of movement of people and commerce. We continue to face the persistent challenge of outmatching a committed and adaptive adversary. To that end, the **2018-2026 TSA Strategy** details three strategic priorities that will guide the agency as it seeks to further enhance transportation security with our team of innovative professionals.

- **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 by strengthening operations through powerful and adaptable detection capabilities, intelligence-driven operations, and enhanced vetting. Strong partnerships across 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 assets are 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 utilize available tools and authorities to cultivate a skilled workforce prepared and equipped to meet the challenges of tomorrow. We will transform our organizational culture to promote an entrepreneurial spirit and operational excellence.

This document, the **Administrator's Intent**, identifies how we intend to make our strategy actionable through 2020 by establishing objectives and defining outcomes for each goal and respective priority. The scope of this Intent is not to provide a detailed approach to fully achieving each long-term goal that is laid out in the TSA Strategy through 2026. Instead, it represents the short and medium-term objectives and outcomes we intend to accomplish over the next two and a half years in pursuit of achieving our larger strategic priorities. The Intent will inform headquarters and field level implementation plans that will ensure we perform, measure, and report on the activities that will help us realize the vision established in our Strategy.

Overview

The Administrator's Intent serves as the roadmap for reaching the vision established in our TSA Strategy by defining the specific, measurable objectives and outcomes we will pursue. These objectives will guide our deployment of effective capabilities and how we engage each other as an integrated team to advance the baseline of mission success. By achieving the outcomes laid out in this Intent, we will realize our vision of being an agile security agency, embodied by a professional workforce that engages its partners and the American people to outmatch a dynamic threat.

The details of each objective are laid out in Implementation Plans. These Implementation Plans, as well as regular status updates, will be available to our workforce on the TSA iShare site. Implementation Plans for the FY18 objectives are currently available online and outcome statements are included in this document. Implementation Plans for the FY19 and FY20 objectives will be published later this year along with an update to this Intent with the associated outcome statements.

Strategy Development and Coordination

Successfully executing our strategy requires the commitment of TSA's dedicated workforce and partners. As such, the Intent, like the strategy it supports, stems from months of gathering robust feedback from throughout TSA and across the transportation sector. Further, it is aligned to the Secretary of Homeland Security's strategic priorities, the most recent National Security Strategy, the Quadrennial Homeland Security Review (QHSR), National Strategy for Transportation Security, Transportation Systems Sector-Specific Plan, and the National Strategy for Aviation Security.

Leadership Principles

Leadership does not only rest with the top tiers of our organization. Leadership traits should be practiced at all levels across the agency. Individually and collectively, we strive to fully employ our strengths and continually improve our weaknesses. The following leadership principles 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 below principles in mind and 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.
- **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 customers for diverse perspectives; develop trusted relationships to grow opportunities for mission success.
- **Respectfully Disagree and Commit**
Engage in frank, respectful, and professional dialogue to foster a responsive, high-performing and innovative enterprise; align 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.
- **Be Curious, Learn, and Improve**
Know yourself and seek self-improvement; be proficient and learn how to best perform the mission.
- **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.

Guiding Principles

When executing the objectives outlined in this document, leaders are expected to apply the following guiding principles. These principles describe the manner in which we are to operate. While not exhaustive, this list is especially important to ensure that TSA meets the short and medium-term objectives of the TSA Strategy.

- 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 and/or can be provided.
- 10.** Challenge the status quo to promote agility and adaptability.
- 11.** Responsibly prioritize funding and time to achieve maximum impact with available resources.



Strategic Priorities

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 a 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.

Objectives	FY18 Outcome	Owner	Estimated Date of Implementation
<p>1.1.1 Optimize threat detection capabilities and officer performance at the checkpoint and checked baggage.</p>		<p>Lead: DADM Support: Operations Support: RCA Enterprise Support: APM, T&D Security Operations</p>	FY20
<p>1.1.2 Optimize in-flight security efforts and align deployment of FAMS resources with highest priority mission needs.</p>		<p>Lead: LE/FAMS Support: Operations Support: I&A, RCA, GS Enterprise Support: APM</p>	FY20
<p>1.1.3 Incorporate human performance factors in security systems requirements and policy development resulting in the adoption and application of DHS Human Systems Integration frameworks and program practices to mature TSA integration of human performance factors.</p>		<p>Lead: RCA Support: Enterprise Support: APM, T&D Security Operations</p>	FY19

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.

Objectives	FY18 Outcome	Owner	Estimated Date of Implementation
<p>1.2.1 Accelerate implementation of all phases of the intelligence cycle, to advance the effective delivery of relevant, timely, and actionable information to TSA operational components and transportation security stakeholders.</p>		<p>Lead: I&A Support: Operations Support: GS, RCA, SPIE Security Operations LE/FAMS</p>	FY19
<p>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.</p>		<p>Lead: I&A Support: Operations Support: SPIE Security Operations</p>	FY19
<p>1.2.3 Establish a multi-functional, cross-office Counterintelligence Unit with resources from I&A, INS, and LE/FAMS in order to improve protection of TSA assets, operations, and information while strengthening TSA security capabilities.</p>		<p>Lead: I&A Support: FO Operations Support: GS Enterprise Support: T&D, HC, INS Security Operations LE/FAMS</p>	FY20 (Note FY18 milestones)
<p>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.</p>		<p>Lead: IT Support: FO Operations Support: I&A</p>	FY20

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.

Objectives	FY18 Outcome	Owner	Estimated Date of Implementation
<p>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.</p>		<p>Lead: Operations Support Support: CC, LA, CRL/OTE, SP&I Operations Support: I&A, RCA Enterprise Support: APM Security Operations</p>	FY20
<p>1.3.2 Expand credential vetting capabilities, including expanded vetting sources and authorities, enhanced identity verification, and enhanced terrorism, criminal and immigration vetting.</p>		<p>Lead: I&A Support: CC, LA, CRL/OTE Operations Support: SPIE, RCA Enterprise Support: APM, IT Security Operations</p>	FY19
<p>1.3.3 Expand TSA vetting authorities to enable TSA to offer enrollment and vetting as a service to increase the transportation security mission.</p>		<p>Lead: I&A Support: CC, LA Operations Support: RCA Security Operations</p>	FY20
<p>1.3.4 Strengthen the analysis and reporting of passenger and credentialing vetting encounter data to enrich transportation intelligence, and rapidly deliver threat information directly to TSA field operations.</p>		<p>Lead: I&A Support: CC Operations Support: RCA Enterprise Support: IT Security Operations LE/FAMS</p>	FY19

Objectives	FY18 Outcome	Owner	Estimated Date of Implementation
<p>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.</p>		<p>Lead: IT Support: Operations Support: I&A</p>	FY20

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.

Objectives	FY18 Outcome	Owner	Estimated Date of Implementation
<p>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.</p>		<p>Lead: Operations Support Support: CC Operations Support: SPIE, GS, RCA, I&A Security Operations</p>	FY20 (Note FY18 milestones)
<p>1.4.2 Improve oversight and compliance regimes through increased focus on security outcomes and collaboration.</p>		<p>Lead: Operations Support Support: CC Operations Support: GS, SPIE, I&A Security Operations</p>	FY19 (Note FY18 milestones)
<p>1.4.3 Partner with international, interagency, and industry stakeholders to enhance and ensure effective and sustainable implementation of existing global security standards.</p>		<p>Lead: GS Support: SP&I Operations Support: SPIE</p>	FY19

Objectives	FY18 Outcome	Owner	Estimated Date of Implementation
<p>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.</p>		<p>Lead: Operations Support Support: CC Operations Support: SPIE, RCA, GS, I&A Security Operations</p>	FY19
<p>1.4.5 Advance security initiatives through bilateral and multilateral relationships, including interagency coordination with other DHS components and relevant multilateral organization, in order to improve global threat mitigation capabilities.</p>		<p>Lead: GS Support: SP&I Operations Support: RCA, SPIE</p>	FY19
<p>1.4.6 Implement the third-party K9 initiative in order to provide industry with another option for screening cargo to meet regulatory requirements.</p>		<p>Lead: T&D Support: CC Operations Support: SPIE, GS Security Operations</p>	FY19 (Note FY18 milestones)
<p>1.4.7 Modernize TSA's enterprise-wide 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.</p>		<p>Lead: LE/FAMS Support: Operations Support: GS, I&A, SPIE, RCA Security Operations</p>	FY19
<p>1.4.8 Institute an all-hazards preparedness process with incident management procedures designed to direct, control, and coordinate response and recovery operations.</p>	<p>Agency all-hazards preparedness process increases organizational understanding and ability to respond to an incident.</p>	<p>Lead: LE/FAMS Support: Operations Support: SPIE Security Operations</p>	FY18

Strategic Goal 1.5: Promote security partnerships across surface transportation systems.

We rely on partnerships across the 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 develop best practices to improve the passenger experience.

Objectives	FY18 Outcome	Owner	Estimated Date of Implementation
<p>1.5.1 Lead interagency partners to support the development of uniform federal government solutions for surface transportation security providers.</p>		<p>Lead: SPIE Support: SP&I</p>	FY20
<p>1.5.2 Partner with surface transportation stakeholders to assist in the development and deployment of technology solutions to advance transit security and improve the passenger experience.</p>		<p>Lead: SPIE Support: SP&I Operations Support: RCA</p>	FY20
<p>1.5.3 Conduct and share assessments on high-risk surface transportation systems and associated assets to identify national trends, security gaps.</p>	<p>Determine and address critical vulnerabilities and highest risks across all surface modes of transportation resulting in a reduction of critical vulnerabilities year over year.</p>	<p>Lead: SPIE Support: Operations Support: I&A, RCA Security Operations</p>	FY18
<p>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.</p>		<p>Lead: SPIE Support: FO Operations Support: GS, I&A Security Operations LE/FAMS</p>	FY20 (Note FY18 milestones)

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Strategic Priorities

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.

Objectives	FY18 Outcome	Owner	Estimated Date of Implementation
<p>2.1.1 Develop timely and integrated countermeasures to address threats by enabling cross-functional teams to include coordination with industry stakeholders.</p>	<p>Reduced time to deploy countermeasures that address emerging threats to transportation security and account for stakeholder inputs.</p>	<p>Lead: Operations Support Support: CC, SCPA, LA Operations Support: GS, I&A, RCA, SPIE Enterprise Support: APM, INS, IT, T&D Security Operations LE/FAMS</p>	<p>FY18</p>
<p>2.1.2 Revise the Agency's internal governance model to streamline executive decision-making and clarify scenario-based roles, responsibilities, and authorities.</p>	<p>Agency's executive decision making process is streamlined, implemented, and improves transparency, efficiency, and accountability.</p>	<p>Lead: COS Support: CC Operations Support Enterprise Support Security Operations LE/FAMS</p>	<p>FY18</p>
<p>2.1.3 Adopt business methods and solutions that enable offices and subject matter experts to work together to promote efficiencies, unity of effort, and prevent compartmentalized decision making.</p>		<p>Lead: COS Support: SP&I Operations Support Enterprise Support Security Operations LE/FAMS</p>	<p>FY19</p>
<p>2.1.4 Develop business and advanced analytic modeling capabilities to support a timely, data-driven decision-making process.</p>		<p>Lead: SP&I Support: Operations Support: RCA, GS, I&A Enterprise Support: IT, APM Security Operations</p>	<p>FY20</p>

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 processes, we will keep pace with our industry partners while advancing security across all modes of transportation.

Objectives	FY18 Outcome	Owner	Estimated Date of Implementation
<p>2.2.1 Establish strategies that embrace agile acquisition methods in order to support rapid prototyping, incremental development, and cycles of continuous improvement. TSA has incorporated applicable short-term agile acquisition strategies and approaches, and began execution of longer term agile acquisition initiatives with buy-in from relevant stakeholder groups.</p>		<p>Lead: CAE Support: SP&I Operations Support: RCA Enterprise Support: APM, C&P</p>	<p>FY19 (Note FY18 milestones)</p>
<p>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.</p>		<p>Lead: RCA Support: Enterprise Support: APM, IT</p>	<p>FY20</p>

Objectives	Outcome	Owner	Estimated Date of Implementation
<p>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.</p>		<p>Lead: RCA Support: Enterprise Support: APM, IT</p>	FY20
<p>2.2.4 Create a more informed requirements development process, that drives enterprise-wide investment efforts, by establishing a consistent means for identifying mission-driven capability needs and gaps. Maturing existing tools such as Transportation Security Capability Analysis Process to incorporate field operational user input will support the maintaining of a prioritized Mission Essential Capability Needs Register with associated Measures of Effectiveness and a robust analytical framework for determining Courses of Action to address critical capability gaps.</p>		<p>Lead: RCA Support: Operations Support: GS Enterprise Support: APM, C&P, IT, T&D Security Operations LE/FAMS</p>	FY19

Objectives	Outcome	Owner	Estimated Date of Implementation
<p>2.2.5 Establish a standard process for rapidly revising training curriculum within 72 hours of final TSA procedures or as otherwise directed when required to respond to imminent threats.</p>		<p>Lead: T&D Support: Enterprise Support: HC Security Operations</p>	FY19
<p>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.</p>		<p>Lead: RCA Support: CC Enterprise Support: APM, C&P, T&D, HC Security Operations LE/FAMS</p>	FY20

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.

Objectives	FY18 Outcome	Owner	Estimated Date of Implementation
<p>2.3.1 Establish responsive feedback channels with external partners.</p>	<p>Increase in external partner confidence resulting in an increase in participation from stakeholders to drive process improvements and innovative solutions.</p>	<p>Lead: SP&I Support: Operations Support: SPIE Enterprise Support Security Operations LE/FAMS</p>	<p>FY18</p>
<p>2.3.2 Share information about investment priorities and spending horizons, allowing for recurring stakeholder input on investment decisions leading to less uncertainty in planning and better collaboration.</p>		<p>Lead: SP&I Support: FO Operations Support: RCA, SPIE Enterprise Support: APM, C&P</p>	<p>FY20</p>
<p>2.3.3 Actively engage stakeholders to inform decisions.</p>	<p>Increased transparency and collaborative relationships with stakeholders.</p>	<p>Lead: SPIE Support: COS, SCPA Operations Support Enterprise Support Security Operations LE/FAMS</p>	<p>FY18</p>

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

As a highly successful security organization, TSA must organize to manage risk and optimize resource allocation. We will formalize a strategic management process that aligns budgeting and investment decisions with strategy, policy, capabilities and requirements, operations, and performance.

Objectives	FY18 Outcome	Owner	Estimated Date of Implementation
<p>2.4.1 Finalize implementation of TSA's Planning, Programming, Budgeting, and Execution (PPBE) process and synchronize with the broader DHS PPBE/Joint Requirements Council process.</p>		<p>Lead: FO Support: Operations Support Enterprise Support Security Operations LE/FAMS</p>	FY19
<p>2.4.2 Realign the organization to empower operational units and revitalize headquarters policy development and strategic planning capability.</p>	Increased authority at the operative level and greater HQ focus on strategy and policy development.	<p>Lead: COS Support: CC Operations Support Enterprise Support Security Operations LE/FAMS</p>	FY18
<p>2.4.3 Formalize a strategic management process that aligns strategy and policy to operations by leveraging risk assessment capabilities to inform resource allocation.</p>		<p>Lead: SP&I Support: FO Operations Support: RCA, SPIE, GS Enterprise Support Security Operations LE/FAMS</p>	FY19



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Strategic Priorities

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, 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 enabling us to identify emerging needs and recruit and retain a professional workforce developed to meet current and future mission requirements.

Objectives	FY18 Outcome	Owner	Estimated Date of Implementation
3.1.1 Develop and execute an enterprise-wide recurring workforce assessment plan that includes organizational and occupational needs assessments to meet current and future workforce needs.		Lead: HC Support: SP&I Operations Support: RCA Enterprise Support: IT Security Operations LE/FAMS	FY19
3.1.2 Develop a recruitment strategy to effectively meet identified workforce needs.		Lead: HC	FY19
3.1.3 Streamline current hiring processes to significantly reduce the time to hire and onboard new personnel.		Lead: HC Support: Security Operations LE/FAMS	FY19

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.

Objectives	FY18 Outcome	Owner	Estimated Date of Implementation
3.2.1 Identify and strengthen workforce engagement platforms and forums to facilitate employee participation in organizational decision-making and direction-setting.		Lead: SCPA Support: Enterprise Support: HC, IT Security Operations LE/FAMS	FY19
3.2.2 Create institutional feedback mechanisms to show responsiveness to the workforce in a timely fashion.		Lead: DADM Support: CC Operations Support Enterprise Support Security Operations LE/FAMS	FY19 (Note FY18 milestones)

Objectives	FY18 Outcome	Owner	Estimated Date of Implementation
3.2.3 Create and enforce formal mechanisms to facilitate information sharing and dissemination across program offices and with the field.		Lead: SP&I Support: Operations Support Enterprise Support Security Operations LE/FAMS	FY19
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.		Lead: Enterprise Support Support: CRL/OTE Operations Support: RCA Enterprise Support: HC, PR	FY19
3.2.5 Promote agency and employee successes internally and to the travelling public, Congress, and our stakeholders through a strategic communications and public affairs program that spotlights our workforce and mission.	Increased internal and external awareness of TSA mission success and higher levels of purpose and job satisfaction on the frontline.	Lead: SCPA Support: Enterprise Support: HC	FY18

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.

Objectives	FY18 Outcome	Owner	Estimated Date of Implementation
3.3.1 Develop framework to regularly assess current training, assessment instruments, and competencies to better align with mission requirements and integrate them with the agency career progression framework.		Lead: Enterprise Support Support: Enterprise Support: HC, T&D, FO	FY19

Objectives	FY18 Outcome	Owner	Estimated Date of Implementation
3.3.2 Modernize the review process for regular proficiency standards assessments for Security Officer workforce.	An improved proficiency review process for the frontline workforce and more accurate assessments.	Lead: HC Support: CC Enterprise Support: T&D Security Operations	FY18
3.3.3 Develop and strengthen a national program that promotes TSA values and history across the workforce.		Lead: COS Support: SCPA Enterprise Support: T&D, HC	FY19
3.3.4 Institutionalize the TSA training and development roadmap.	Agency workforce understands training requirements and can easily use enterprise training resources.	Lead: T&D Support: SCPA Enterprise Support: IT	FY18
3.3.5 Create a permanent TSA Academy facility as the center of excellence for transportation security training in order to create a flagship institution for TSA Training.		Lead: T&D Support: FO	FY20
3.3.6 Implement robust self-assessment and professional development resources for all agency employees.		Lead: Enterprise Support Support: Enterprise Support: HC, T&D	FY19

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.

Objectives	FY18 Outcome	Owner	Estimated Date of Implementation
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.		Lead: HC Support: Enterprise Support: T&D Security Operations LE/FAMS	FY20 (Note FY18 milestones)

Objectives	FY18 Outcome	Owner	Estimated Date of Implementation
3.4.2 Optimize application of performance-based pay with clearly articulated performance expectations tied to greater pay for greater responsibilities along career path steps.		Lead: Enterprise Support Support: HC	FY19
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.		Lead: DADM Support: COS, CC, FO Operations Support Enterprise Support Security Operations LE/FAMS	FY19
3.4.4 Review, modify, and revitalize the TSA Awards and Recognition policy and programs.	Increased award program participation and recognition of high performers.	Lead: HC Support: CC Operations Support: RCA	FY18

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

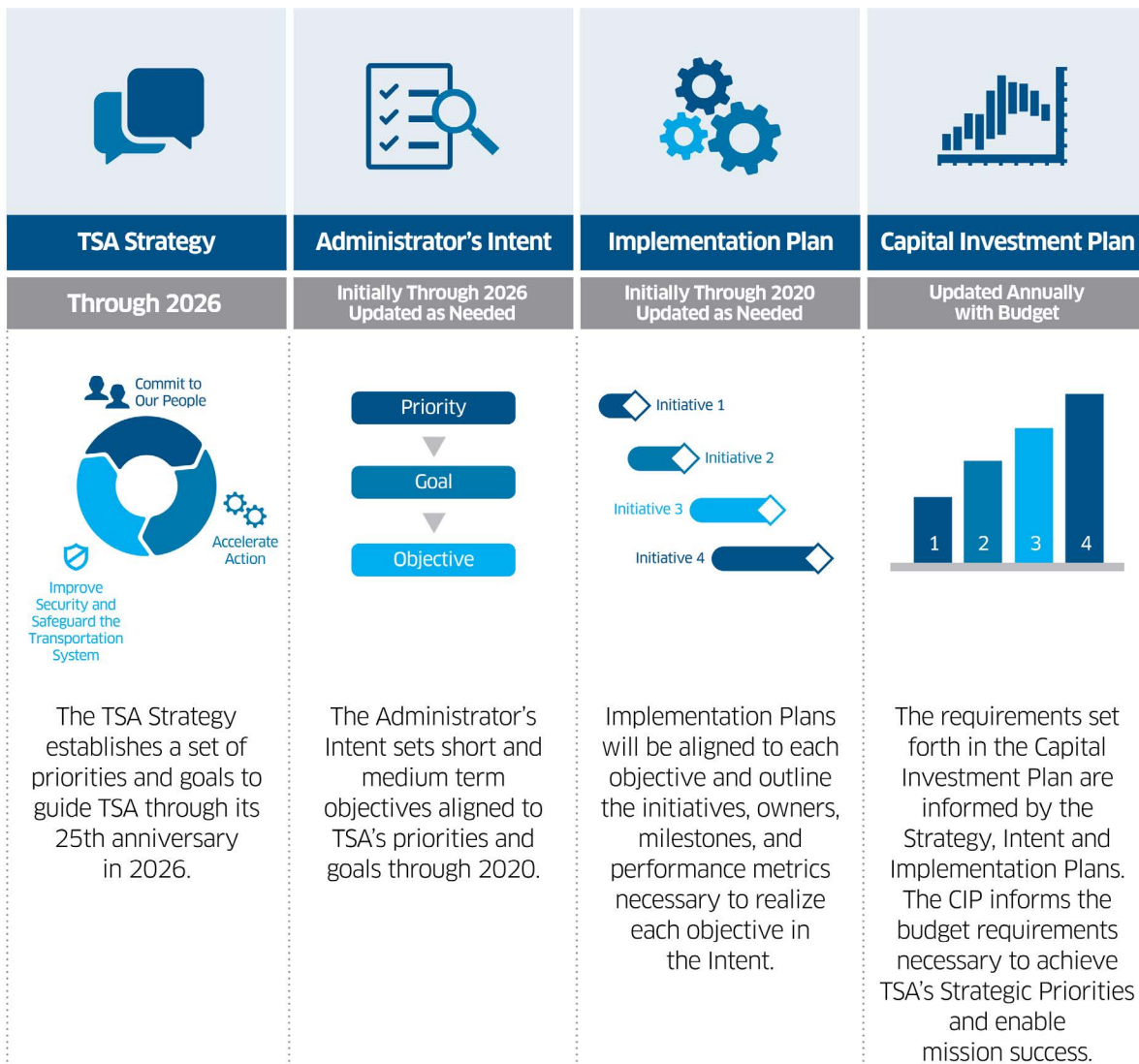
Today's workforce requires access to advanced, reliable, and secure systems paired with a durable infrastructure. We will make the necessary investments in technology and security systems to enable our people to successfully carry out their responsibilities both on the frontlines and in mission support.

Objectives	FY18 Outcome	Owner	Estimated Date of Implementation
3.5.1 Establish a Digital Service Center that can provide timely, mission focused technology, and impactful IT solutions to enable TSA operations.		Lead: IT	FY19
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.		Lead: APM Support: FO Operations Support: GS, RCA Enterprise Support: IT Security Operations	FY20
3.5.3 Modernize legacy IT infrastructure to reduce costs and time to solutions and services.		Lead: IT	FY20

Implementation Plans

The TSA Strategy establishes clear mission, vision, priorities, and goals that will guide us through the 25th anniversary in 2026. The Administrator’s Intent and TSA’s Capital Investment Plan will facilitate implementation by outlining more specifically how we will work towards our strategic priorities through 2020.

The next step is to operationalize this Intent. Assigning a lead owner for each objective provides a measure of transparency and accountability. Identifying outcomes provide a measurable end state. Lead offices will be responsible for drafting and maintaining Implementation Plans for each of their objectives. The Implementation Plans will identify the specific initiatives, activities, milestones, risks, and performance metrics. 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, enabling us to be intentional in revisiting progress towards our goals.



Appendix

Office Acronym List

APM	Acquisition Program Management
CAE	Chief Acquisitions Executive
CC	Chief Counsel
COS	Chief of Staff
CRL/OTE	Civil Rights & Liberties, Ombudsman and Traveler Engagement
C&P	Contracting and Procurement
FO	Finance Office
GS	Global Strategies
HC	Human Capital
INS	Inspection
INV	Investigations
IT	Information Technology
I&A	Intelligence and Analysis
LA	Legislative Affairs
LE/FAMS	Law Enforcement/Federal Air Marshal Service
PR	Professional Responsibility
RCA	Requirements and Capabilities Analysis
SCPA	Strategic Communications and Public Affairs
SPIE	Security Policy and Industry Engagement
SP&I	Strategy, Policy Coordination, and Innovation
T&D	Training and Development





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