



*To enhance mission performance, TSA is committed to promoting a culture founded on its values of Integrity, Innovation and Team Spirit.*

*NOTE: Pursuant to Section 101 of the Aviation and Transportation Security Act (49 U.S.C. 114 (n)), this directive establishes Transportation Security Administration (TSA) policy and supersedes the Federal Aviation Administration (FAA) orders, policies, guidance, and bulletins regarding Program Management Evaluation of Human Capital Programs issued under the FAA Personnel Management System. This directive is TSA policy and must be applied accordingly.*

1. **PURPOSE:** This directive provides TSA policy and procedures for the evaluation of human capital programs in all TSA organizational elements in accordance with applicable laws, regulations, and public policies.
2. **SCOPE:** This directive applies to all TSA organizational elements.
3. **AUTHORITIES:**
  - A. The Aviation and Transportation Security Act, Pub. L. 107-71 (ATSA)
  - B. Sections 403(2) and 423 of the Homeland Security Act of 2002
  - C. Applicable TSA and Department of Homeland Security (DHS) delegations of authority
4. **DEFINITIONS:**
  - A. Organizational Element: Any program office, airport, or other TSA operating unit involved in providing human resources service to one or several groups of TSA employees.
  - B. Program Management Evaluation (PME): A systematic assessment of an organizational element's human capital operations, designed to ensure that human resources are:
    - (1) being used efficiently and economically;
    - (2) consistent with merit system principles; and
    - (3) are in accordance with applicable laws, regulations, and directives.
  - C. Preliminary Data: Data collected to establish an organizational element's human resources profile and an overview of their human resources operations based upon personnel transaction activity, discrepancies, recruitment and selection processes, employee/applicant feedback/inquiries, size, and location. Sources may include data obtained from human resources reports, case tracking systems, call centers, and specific program offices, i.e., OHC, Ombudsman, Office of Inspections.
  - D. Recommended Action: An action item identified during the PME that would improve and/or enhance a human resources function, program, or procedure.

- E. Required Action: An action item identified during the PME that must be completed to bring the operating unit into compliance with human resources regulations, policies, and procedures.

**5. RESPONSIBILITIES:**

- A. The Assistant Administrator for Human Capital, or designated management official, is responsible for all aspects of this directive and in providing leadership for human capital accountability assessments and evaluation throughout TSA.
- B. All Assistant Administrators, Office Directors, Area Directors, Federal Security Directors, and Special Agents in Charge are responsible for ensuring compliance with this directive within their organizational element and for making data-driven human capital decisions that comply with applicable laws, regulations, and policies and that are consistent with merit system principles.
- C. The Office of Human Capital Program Management Evaluation Branch is responsible for conducting recurring, independent PMEs of the organization and its service providers.

**6. POLICY:**

- A. The TSA PME will provide systematic and comprehensive oversight of human capital programs in the following areas:
  - (1) Compliance with applicable Federal statutes and regulations, DHS directives, and all TSA directives and policies relating to human capital;
  - (2) Assessment of human capital policies and programs effectiveness to assist managers, supervisors, and employees in accomplishing the TSA's mission;
  - (3) Identification of required and recommended actions that will correct compliance issues and improve efficiency and effectiveness of human resources services;
  - (4) Identification of best practices that can be shared with the broader TSA community; and
  - (5) Quality and responsiveness of human resources services to managers and employees.
- B. PMEs will include coverage of both regulatory and non-regulatory human resources services including processes, workflow, communications, and organizational effectiveness, as well as assessment of program strengths and weaknesses.
- C. The Program Management Evaluation Branch will serve as the OHC Accountability Program point of contact to coordinate and facilitate reviews and audits of TSA human capital programs with the Department of Homeland Security (DHS), the Office of Personnel Management (OPM), and any other external entity as may be appropriate.

**7. PROCEDURES:**

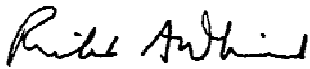
- A. Organizational elements are assessed by OHC to ensure compliance with human capital regulations, policies and procedures, and consistency with merit system principles.

**TSA MANAGEMENT DIRECTIVE No. 1100.00-4  
PROGRAM MANAGEMENT EVALUATION  
OF HUMAN CAPITAL PROGRAMS**

- B. OHC will review operational areas to identify corrective action, process improvements, and best practices to share with the broader TSA HR community.
- C. OHC will prepare a report of findings that will include any required and/or recommended action item(s) necessary to ensure compliance and promote the efficiency of human resources operations.

**8. EFFECTIVE DATE AND IMPLEMENTATION:** This policy is effective immediately upon signature.

**APPROVAL**



10-27-08

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Richard A. Whitford  
Assistant Administrator for Human Capital

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Date

Filing Instructions: File 200.1.1  
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Distribution: Assistant Secretary, Deputy Assistant Secretary, Assistant Administrators, Area Directors, Senior Field Executives, Federal Security Directors, Administrative Officers, and TSA affiliated HR Offices  
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