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

1. **PURPOSE:** This directive defines the roles and responsibilities of the Office of Training and Workforce Engagement (OTWE), and cancels and supersedes TSA MD 1900.1, *WPT Roles and Responsibilities*, dated June 6, 2005 and cancels and supersedes HCM Policy, No. 100-1, Office of Training and Workforce Engagement, dated May 1, 2012.

2. **SCOPE:** This directive applies to all TSA organizational components.

3. **AUTHORITIES:**

    A. Aviation and Transportation Security Act (Public Law 107-71)

    B. Government Performance and Results Act of 1993 (Public Law 103-62)

    C. TSA MD 100.0, *TSA Roles and Responsibilities*

    D. TSA MD 100.3, *Business Management Office Roles and Responsibilities*

4. **DEFINITIONS:**

    A. Course: A series of lessons related by a common goal for which student completion is documented.

    B. Education: Programs or courses designed to increase cognition or understanding of a subject as opposed to training which is provided to increase proficiency of a stated task.

    C. Online Learning Center (OLC): The official Learning Management System for applicable training and related performance/development accomplishments for TSA employees. It serves as the delivery platform for online training and is the official repository for TSA training records via its Learning History/Completed Work function.

    D. Professional Development: Experiences designed to enhance professional, career, leadership, management and interpersonal skills to advance and/or continuously improve the workforce, organization, and its processes.

    E. Program: Courses or groups of training sessions or learning activities conducted for a specific audience. The expectation is that learning will occur and/or performance will improve, or that a prescribed level of proficiency will be achieved, as evidenced by an appropriate evaluation tool.

    F. Training: Instruction designed to teach an employee how to do a task or improve job performance. Training may be delivered in a classroom or laboratory, as a field exercise or simulation, on the job, or at professional seminars and conferences. Training also includes self-study courses, computer and web-based courses and seminars.

G. <u>Workforce Engagement</u>: The extent to which employees contribute through their effort and enthusiasm to the success and performance of their organization.

5. **RESPONSIBILITIES:**

A. OTWE is responsible for facilitating the organizational learning necessary for TSA to evolve into a high performing counterterrorism organization by improving workforce performance through the design, development, implementation, management, support, and evaluation of training, development, education and workforce engagement solutions.

B. Assistant Administrator for OTWE/Chief Learning Officer (CLO) is responsible for:

(1) Serving as the business learning leader overseeing the development and delivery of training, learning, professional development programs, and training programs for industry and international partners in order to support a risk-based security approach across the transportation domain;

(2) Facilitating the organizational learning necessary for TSA to evolve into a high performing counterterrorism organization;

(3) Ensuring that training, learning resources and programs are aligned to meet TSA's key strategies and challenges;

(4) Ensuring collaboration and alignment of agency training and workforce engagement initiatives;

(5) Developing and overseeing workforce engagement initiatives;

(6) Promoting integrity, knowledge, respect, and dedication among all OTWE personnel; and

(7) Representing TSA within and outside the Government on training and education related activities, forums, committees and boards, and is solely responsible for making formal requests for training of TSA employees conducted at the Federal Law Enforcement Training Center.

C. Law Enforcement and Industry Training Division (LEITD) is responsible for:

(1) Developing and delivering law enforcement training for all Federal Air Marshals (FAMs) and Federal Flight Deck Officers (FFDOs);

(2) Ensuring the completion of required in-service law enforcement training of all agency law enforcement personnel and stakeholders;

(3) Continually monitoring and analyzing the evolving training needs of the Federal Air Marshal Service (FAMS) and various stakeholders in order to develop curriculum, training tools, and learning materials to meet the need.

(4) Consistently assessing the effectiveness of LEITD training programs and implementing improvements, as necessary;

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(5) Identifying and producing the transportation security training needs for international and industry partners;

(6) Providing logistics and training operational support for FAMS field offices throughout the nation;

(7) Ensuring LEITD program and the FAMS Training Center meet or exceed Federal Law Enforcement Training Accreditation Standards; and

(8) Regularly conducting research, evaluation and testing to ensure LEITD utilizes and promotes the most relevant, state of the art curriculum and training methodologies.

D. Security Operations Training Division (SOTD) is responsible for:

(1) Meeting the non-law enforcement security-related technical training needs of TSA;

(2) Analyzing training needs based on various Office of Security Operations (OSO) program requirements and developing curriculum, training tools, and materials;

(3) Planning and scheduling training courses to include the piloting of new courses;

(4) Delivering training through classroom led instruction, laboratories and other methods;

(5) Conducting assessments and evaluations to determine the effectiveness of training programs and instructor performance;

(6) Providing logistics and training operational support for agency sponsored training;

(7) Developing and fielding training related to the agency's inventory of screening technologies to ensure compliance with the Aviation and Transportation Security Act (ATSA);

(8) Providing a premier, state-of-the-art, world-class national TSA training facility at the DHS Federal Law Enforcement Training Center; and

(9) Ensuring the availability of required technical training and training tools that effectively prepares and equips the TSA security workforce to protect the Nation's transportation system.

E. Workforce Engagement and Development Division (WEDD) is responsible for:

(1) Providing workforce engagement processes and professional development programs for TSA employees;

(2) Designing development opportunities for employees, managers, and leaders;

(3) Analyzing, designing, developing, implementing, evaluating and delivering leadership programs required to meet current and future leadership needs across the agency;

(4) Establishing partnerships with educational institutions to provide broader educational opportunities to TSA employees;

(5) Developing and delivering organizational culture components to enable the agency to be a high performing counterterrorism organization;

(6) Providing Career education, coaching and mentoring programs to enhance employees overall performance at all levels of the organization.

(7) Analyzing, designing, developing, implementing, evaluating and delivering general and non-technical training courses/curriculum that enhance the knowledge and skillsets common to many assignments, positions and occupations across the agency;

(8) Determining and establishing the processes, procedures, business rules, and strategies for utilizing the OLC to meet TSA's business needs; and

(9) Capturing TSA's history and sharing it with the workforce to promote a greater sense of the agency's culture, mission, vision, and core values.

F. Business Management Office (BMO) is responsible for:

(1) Providing support services for all business management functions required to execute the OTWE mission;

(2) Providing oversight of internal controls and business processes across all OTWE functions to include training contract management and contract integration;

(3) Providing documentation, reporting, administration, and Contracting Officer's Representative (COR) services for training support contracts; and

(4) Implementing activities in accordance with TSA MD 100.3, Business Management Office Roles and Responsibilities.

G. Standards and Integration Office (S&I) is responsible for:

(1) Creating training curriculum standards and adopting an integrated approach for all TSA training;

(2) Integrating protocols for quality assurance and course evaluations, and developing course branding and related documents, procedures, and policies that cut across all OTWE divisions;

(3) Establishing and documenting policies, procedures, and processes in the training lifecycle that will be applied within OTWE and across TSA;

(4) Identifying and recommending new educational approaches to OTWE leadership to enhance training efficiency and effectiveness;

(5) Working with the OTWE management team to develop standardized templates to support the creation of strategic plans, training work plans and schedules; and

(6) Developing courses in support of the training divisions within OTWE and other TSA offices.

6. **POLICY:**

A. OTWE shall provide high quality training opportunities with the goal of promoting professional development in support of TSA's risk-based security initiatives and culture as a high performing counterterrorism organization.

B. OTWE shall maintain an understanding of the agency's key strategies, priorities, programs and operational challenges, to work closely with subject matter experts throughout TSA to develop and execute training, education and workforce engagement initiatives.

7. **PROCEDURES:**

A. Reference applicable guides, manuals, standard operating procedures and other process documents specific to the programs and functions identified in this directive.

B. Training, Employee Development and Workforce Engagement questions can be sent to the Training Resource Center at TSATraining@tsa.dhs.gov.

8. **APPROVAL AND EFFECTIVE DATE:** This policy is approved and effective the date of signature unless otherwise specified.

APPROVAL

Signed   March 26, 2014
_____   _____
Michael R. Novak   Date
Assistant Administrator for Office of
Training and Workforce Engagement

EFFECTIVE

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Date

Distribution: Assistant Administrators and equivalents, Supervisory Air Marshals in
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