People and Culture Roadmap

August 2024

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Administrator's Message

August 2024

I am proud to present the Transportation Security Administration's (TSA) People and Culture Roadmap.

Taking care of and committing to our people is a key strategic priority that is central to everything we do at TSA. Trust, respect and belonging are essential to building strong teams and vital for TSA to succeed in our mission of protecting the nation's transportation systems and serving the traveling public. TSA stands out from other federal agencies in the richness of our diversity. That diversity is one of our great strengths, and it is our responsibility to ensure that each member of our workforce has not just the opportunity to grow and thrive, but the active support to do so.

Building a culture that ensures equity and inclusion at every level and enables full participation through accessibility benefits everyone at TSA and is critical to our effectiveness as an organization. How we treat one another impacts every aspect of our work. In order to recruit, hire, retain, and advance a world-class, professional workforce, we must be intentional about how we lead and invest in our people.

The People and Culture Roadmap outlines our strategy for continuing to develop an inclusive and mission-focused culture. This ongoing work builds upon the recommendations in the 2021 Inclusion Action Committee (IAC) report and many engagements with stakeholders across TSA.

Achieving the goals laid out in this document will require collaboration and engagement from every individual, at every level, across all locations of our agency.

I am committed to engaging with you to achieve these ambitious goals and look for forward to continuing our journey together.

David P. Pekoske
Administrator

Introduction

The primary objective of TSA's people and culture initiative is to foster an environment that attracts, enables, and retains a high-performing team to accomplish our mission of protecting the nation's transportation systems. It is a process of continuous change.

Diversity, equity, inclusion, and accessibility has a long history in the United States and has significantly developed over the last few decades.[1] The concept gained momentum in the late 20th century, when government leaders recognized the need to address inequalities and promote diversity within government agencies.

In 2007, the Transportation Security Administration (TSA) launched its first Diversity Advisory Council (DAC) to coordinate efforts to implement the agency's first Diversity Action Plan. TSA's Human Capital, Civil Rights, and Special Counselor offices developed the plan. The DAC made recommendations to leadership on diversity activities and achieving diversity goals. It evolved to become the Diversity & Inclusion Change Agents Council because TSA understands that an inclusive workplace is essential to retaining a diverse workforce.

In 2020, Administrator Pekoske formed the Inclusion Action Committee (IAC). The committee is a coalition of diverse TSA leaders committed to ensuring that TSA continues to be a fair and equitable organization built on trusted relationships, mutual respect, individual advocacy and consistent communication between leadership and employees.[2] Over the years, employee resource groups, including Women Excel at TSA, Women Excel at FAMS, TSA Asian American and Pacific Islander Network, and TSA Pride, also formed to unite employees who have shared backgrounds and interests where membership is open to all employees.

This roadmap builds on prior efforts from offices and employee organizations across TSA that were historically involved in agency-wide efforts to advance TSA's security effectiveness. In August 2022, TSA appointed its first Chief Culture Officer (CCO), who reports directly to the Administrator. This appointment further cemented TSA's commitment to a diverse, equitable, inclusive, and accessible culture. As the strategic visionary appointed to lead overall people and culture efforts at TSA, the CCO provides the framework for instilling principles throughout the organization to ensure the goals and objectives of an inclusive and diverse culture are being accomplished. However, everyone at TSA is responsible for embracing and building a TSA culture where everyone can thrive. The Administrator encourages all employees to be part of building a diverse, equitable, inclusive, and accessible work culture so we can develop individually and better meet the security challenges facing the transportation enterprise.

TSA's Culture coin.

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1   Appendix A gives definitions for diversity, equity, inclusion, accessibility, and underserved communities.
2   The TSA Inclusion Action Committee issued a report in December 2021 detailing recommendations to create an environment that intentionally recognizes, values, and includes the diverse thoughts, backgrounds, and experiences that all employees bring to TSA.

Purpose and Scope

The purpose of this roadmap is to strengthen TSA's mission to protect the nation's transportation systems by supporting and empowering our team – the TSA workforce. TSA has a workforce of approximately 65,000 individuals and is one of the most public, customer-facing federal agencies.

The People and Culture Roadmap reaffirms TSA Leadership's commitment to the workforce and sets forth a vision for the agency's future. The Vision Statement acts as a cultural North Star for TSA's work environment as the agency continues to evolve, adapt to new challenges, and face novel threats.

People and Culture Vision Statement

TSA strives to be a model employer that fully develops and uses the talents of all its employees, proactively promotes diversity as a means of achieving excellence in our security mission, and maintains an inclusive, equitable, accessible, and innovative work environment.

This roadmap also presents a Mission Statement that frames how we will ultimately achieve our vision. It incorporates learnings on how organizations can support and empower their people from various research studies, consultations, and stakeholder engagement. Public and private sector research on workforce development has demonstrated that embracing diversity and supporting equity, accessibility, and inclusion builds a forward thinking and socially responsible organization. These efforts improve overall business outcomes which strengthens TSA's mission to protect the nation's transportation systems. TSA works to build a people first culture that encourages the engagement of diverse voices, drives innovation, and is fair, transparent, inclusive and equitable for all employees.

People and Culture Mission Statement

TSA's dedicated professionals are highly-valued and essential to securing our nation's transportation systems. TSA will continue to integrate and advance diversity, equity, inclusion, and accessibility principles in our culture.

By focusing on its people and culture, TSA will continue to rise to the challenge of outmatching threats to our transportation systems and protecting our homeland.

People and Culture Goals

The People and Culture Roadmap establishes three goals to strengthen TSA's culture and address some of the most pressing challenges across the agency. It was developed to support Executive Order 14035, the Government-Wide Strategic Plan to Advance Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce, and the DHS Inclusive Diversity Strategic Plan (2021-2024).

In order to identify and develop these goals, TSA convened an Action Team composed of stakeholders from across the agency. The team conducted in-depth, agency-wide analyses that highlighted more than 200 opportunities and challenges to advancing our culture at TSA. The Action Team also received valuable input from strategic partners within the Department of Homeland Security (DHS), as well as leaders from external organizations. This work laid the foundation for this roadmap and its implementation plan.

After consolidating the Action Team's findings, some of the opportunities identified include, but are not limited to, focusing on leadership development, expanding career opportunities and advocacy, increasing support for employee advisory groups, sharing best practices, and using new technologies and communication methods to share programs and expand recruiting efforts.

Additionally, some of the challenges identified include, but are not limited to, perceptions of unfairness and bias, inconsistent adoption of best practices across the agency, and difficulty communicating between headquarters and the field.

The Action Team developed the three goals below based on the opportunities and challenges identified, and specific issues and ways to leverage opportunities to be addressed by the implementation plan.

Goal 1: Focus on People

Recruit, hire, retain, and develop a high-performing team from all segments of society and provide equal opportunities for advancement and leadership development, removing potential biases or barriers.

Objective 1: Identify and address barriers to recruiting and hiring high-performing candidates from historically underserved communities, including expanding TSA's use of innovative recruitment methods to attract applicants from all segments of society, and strengthening partnerships with organizations that support underserved communities.

Objective 2: Identify and address opportunities and obstacles to retaining and promoting a high-performing workforce, including analyzing the success, make-up, and general awareness of existing professional development opportunities.

Objective 3: Ensure that compensation and advancement practices are fair, transparent, and equitable, which will enhance promotion and retention of TSA's high-performing workforce.

Objective 4: Promote TSA's existing employee benefit programs and explore opportunities to expand benefits to address workforce needs.

Objective 5: Empower employees to be actively engaged in advancing the people and culture principles.

Goal 2: Foster an Inclusive Culture

Foster a culture of inclusion and accessibility at TSA where every employee genuinely feels a sense of belonging and is empowered to fully participate in decisions affecting the agency.

Objective 1: Empower employees, employee advisory bodies and resource groups to help support people and culture initiatives at TSA; promote a diverse, equitable, inclusive, and accessible workplace culture; and identify solutions and opportunities to improve employee inclusion and retention.

Objective 2: Enhance TSA's framework for addressing workplace harassment and workplace violence, promoting training, and reporting resources to ensure that TSA remains an employer that does not tolerate any form of harassment, discrimination, or retaliation.

Objective 3: Commit to making TSA a model employer for all, by offering accessible opportunities that prioritize and promote career growth, flexibility, employee engagement, and workplace recognition.

Objective 4: Increase the availability, awareness, and transparency of resources to strengthen inclusion opportunities and accessibility for all employees.

Goal 3: Ensure Sustainability

Build structures and strategies to give leaders the ability to manage a unique workforce, be accountable, refine approaches based on data, and create a culture that enables TSA employees to realize their full potential.

Objective 1: Implement policies, initiatives, and programs to enhance the speed at which TSA can respond to employee needs.

Objective 2: Continue to develop mission-focused leaders and employees with people-centric values who are accountable for enhancing the culture of TSA.

Objective 3: Empower employees, employee groups, councils, and others to ensure consistent, timely, and informative communications to enhance workforce and public awareness of the agency's people and culture efforts.

Next Steps

In conjunction with this roadmap, an implementation plan will guide TSA's progress on these goals and objectives. The implementation plan identifies lead offices that oversee actions including outcomes, milestones, and expected completion dates to ensure the agency achieves the goals and objectives laid out in this Roadmap. The CCO oversees the implementation plan with the support of the Executive Advisors to the CCO who meet with the lead office representatives monthly to ensure initiatives are clearly defined and adequately resourced. This implementation plan is a living, internal document that will incorporate new ideas and identify best practices as they arise.

Appendices

Appendix A: Definitions[3]

Diversity: The practice of including the many communities, identities, races, ethnicities, backgrounds, abilities, cultures, and beliefs of the American people, including underserved communities.

Equity: The consistent and systematic fair, just, and impartial treatment of all individuals, including individuals who belong to underserved communities that have been denied such treatment.

Inclusion: The recognition, appreciation, and use of the talents and skills of employees of all backgrounds.

Accessibility: Designing, building, developing, and maintaining facilities, information and communication technology, programs, and services so that all people, including people with disabilities, can fully and independently use them. Accessibility includes accommodations and changes to ensure equal access to employment and participation in activities for people with disabilities, the reduction or elimination of physical and attitudinal barriers to equitable opportunities, the commitment to ensuring that people with disabilities can independently access every outward-facing and internal activity or electronic space, and the pursuit of best practices such as universal design.

Underserved Communities: Populations sharing a particular characteristic and geographic communities. They have been denied the full opportunity to participate in aspects of economic, social, and civic life. Individuals may belong to more than one underserved community and face intersecting barriers.

For the federal workforce, this term includes individuals who belong to communities of color, such as Black and African American, Hispanic and Latino, Native American, Alaska Native and Indigenous, Asian American, Native Hawaiian and Pacific Islander, Middle Eastern, and North African persons.

It also includes:

- Individuals who belong to communities that face discrimination based on sex, sexual orientation, and gender identity (including lesbian, gay, bisexual, transgender, queer, gender non-conforming, and non-binary (LGBTQ+) persons);

- Persons who face discrimination based on pregnancy or pregnancy-related conditions;

- Parents; and

- Caregivers.

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3   These definitions are in Executive Order 14035, *Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce*.

In addition, the workforce includes:

- Individuals who belong to communities that face discrimination based on their religion or disability;

- First-generation professionals or first-generation college students;

- Individuals with limited English proficiency;

- Immigrants;

- Individuals who belong to communities that may face employment barriers based on older age or former incarceration;

- Persons who live in rural areas;

- Veterans and military spouses; and

- Persons otherwise adversely affected by persistent poverty, discrimination, or inequality.

Appendix B: People and Culture Roles and Responsibilities

Everyone in the workforce plays a role in shaping TSA's culture. The following section provides high-level roles and responsibilities of various individuals and offices to advance people and culture initiatives. The implementation plan explains this section further. As TSA offices change and evolve, so may these roles and responsibilities.

TSA Workforce

- Creating the conditions for a diverse, equitable, inclusive, and accessible culture at TSA by treating each other with dignity, fairness, and respect.

- Demonstrating a culture of inclusion by listening to views and perspectives different than their own.

Leadership Council (Administrator, Deputy Administrator, Chief of Staff, Executive Assistant Administrators, and Chief Counsel)

- Fostering a diverse, equitable, inclusive, and accessible environment across the agency.

- Creating and implementing initiatives that recognize differences, provide equity, foster belonging and emphasize accessibility.

- Supporting training efforts to ensure awareness and education of people and culture principles by all TSA employees.

Senior Leadership Team (Senior Executive Service, Federal Security Directors, LE/FAMS Supervisory Air Marshals in Charge, and other agency senior leaders)

- Fostering a diverse, equitable, inclusive, and accessible environment in the field or headquarters workforces.

- Supporting and providing leadership to local employee-led people and culture teams.

Chief Culture Officer

- Implementing this roadmap following Executive Order 14035, *Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce*.

- Leading strategic culture initiatives.

- Providing leadership to employee-led organizations to ensure messaging on people and culture topics is consistent throughout TSA and to amplify employee voices.

- Working with TSA senior leadership to ensure they meet people and culture goals and objectives identified in this roadmap.

Civil Rights & Liberties, Ombudsman and Traveler Engagement (CRL/OTE):

- Promoting equal employment policies and practices to ensure TSA's workplaces are free of discrimination, retaliation, and harassment, which will advance and strengthen our culture.

- Ensuring TSA follows federal Equal Employment Opportunity (EEO) and civil rights laws, regulations, executive orders, and management directives, including the U.S. Equal Employment Opportunity Commission Management Directive 715, EEO Reporting Requirements for Federal Agencies.

- Overseeing TSA's Special Emphasis Programs that commemorate federal observances and related events (for example, Trailblazer/Rising Star awards) in partnership with TSA's employee resource groups.

Strategic Communications and Public Affairs

- Providing communications strategy guidance and counsel to ensure unity of effort, consistency of message, and delivery of communications products to internal and external audiences.

Human Capital

- Overseeing the Reasonable Accommodation Program for applicants and employees with disabilities, the Anti-Harassment Program, and Career Management programs.

- Collecting employee data to analyze, identify, and address barriers in human capital areas.

Training & Development

- Developing the people and culture training curriculum.

Appendix C: Roadmap Alignment with Executive Order 14035

Goal 1: Focus on People

Recruit, hire, retain, and develop a high-performing team from all segments of society and provide equal opportunities for advancement and leadership development, removing potential biases or barriers.

Objective	Executive Order Alignment
Objective 1: Identify and address barriers to recruiting and hiring high-performing candidates from historically underserved communities, including expanding TSA's use of innovative recruitment methods to attract applicants from all segments of society, and strengthening partnerships with programs that support underserved communities.	Data Collection (Executive Order 14035, Sec. 5) Promoting Paid Internships (Executive Order 14035, Sec. 6) Develop Partnerships and Recruit from Underserved Communities (Executive Order 14935, Sec. 7)
Objective 2: Identify and address opportunities and obstacles to retaining and promoting a high-performing workforce, including analyzing the success, make-up, and awareness of existing professional development opportunities to remove any identified gaps.	Data Collection (Executive Order 14035, Sec. 5) Professional Development and Advancement (Executive Order 14035, Sec. 8)
Objective 3: Ensure that compensation and advancement practices are fair, transparent, and equitable, which will enhance promotion and retention of TSA's high-performing workforce.	Pay Equity (Executive Order 14035, Sec. 12)
Objective 4: Promote TSA's existing employee benefit programs and explore opportunities to expand benefits to address workforce needs.	DEIA Roadmap for Agency Action (Government-wide Strategic Plan to Advance Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce, Sec. 4) Professional Development and Advancement (Executive Order 14035, Sec. 8)
Objective 5: Empower employees to be actively engaged in advancing the people and culture principles.	Professional Development and Advancement (Executive Order 14035, Sec. 8)

Goal 2: Foster an Inclusive Culture

Foster a culture of inclusion and accessibility at TSA where every employee genuinely feels a sense of belonging and is empowered to fully participate in decisions affecting the agency.

Objective	Executive Order Alignment
Objective 1: Empower employees, employee advisory bodies and resource groups to help support people and culture initiatives at TSA; promote a diverse, equitable, inclusive, and accessible workplace culture; and identify solutions and opportunities to improve employee inclusion and retention.	People and Culture Roadmap for Agency Action (Government-wide Strategic Plan to Advance Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce, Sec. 4)

Objective	Executive Order Alignment
Objective 2: Enhance TSA's framework for addressing workplace harassment and workplace violence, promoting training and reporting resources to ensure that TSA remains an employer that does not tolerate any form of harassment, discrimination, or retaliation.	Safe and inclusive Workplaces (Government-wide Strategic Plan to Advance Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce, Sec. 6)
Objective 3: Commit to making TSA a model employer for all, by offering accessible opportunities that prioritize and promote career growth, flexibility, employee engagement, and workplace recognition.	Advancing Equity for Employees with Disabilities (Executive Order 14035, Sec. 10) Advancing Equity for LGBTQ+ Employees (Executive Order 14035, Sec. 11) DEIA Roadmap for Agency Action (Government-wide Strategic Plan to Advance Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce, Sec. 4)
Objective 4: Increase the availability, awareness, and transparency of resources to strengthen inclusion opportunities and accessibility for all employees.	Advancing Equity for Employees with Disabilities (Executive Order 14035, Sec. 10) Advancing Equity for LGBTQ+ Employees (Executive Order 14035, Sec. 11) DEIA Roadmap for Agency Action (Government-wide DEIA Strategy, Sec. 4)

Goal 3: Ensure Sustainability

Build structures and strategies to give leaders the ability to manage a unique workforce, be accountable, refine approaches based on data, and create a culture that enables TSA employees to realize their full potential.

Objective	Executive Order Alignment
Objective 1: Implement policies, initiatives, and programs to enhance the speed at which TSA can respond to employee needs.	DEIA Roadmap for Agency Action (Government-wide DEIA Strategy, Sec. 4)
Objective 2: Continue to develop mission-focused leaders and employees with people-centric values who are accountable for enhancing the culture of TSA.	Training and Learning (Executive Order 14035, Sec. 9)
Objective 3: Empower employees, employee groups, councils, and others to ensure consistent, timely, and informative communications to enhance workforce and public awareness of the agency's people and culture efforts.	DEIA Roadmap for Agency Action (Government-wide DEIA Strategy, Sec. 4)