TSA Strategy 2018-2026

In 2026… TSA's innovative approach to security outmatches the threat. Next generation technology, enterprise risk management, intelligence, and vetting capabilities allow TSA to respond real time to the threat. TSA's proactive and well-informed communication channels with partners across the global transportation network continue to enhance transportation security. Advancements in highly effective security keep pace with complementary industry services across the transportation network, proving that our collaborative nature, innovative approach to threat detection, and dedicated team are unparalleled. TSA's collaborative style drives seamless operations and sound, timely decisions. Effective integration, communication, and knowledge management has changed the way the agency thinks and responds. Rapid, data-informed decisions and organizational alignment enable TSA and its partners to effectively allocate resources and feld innovative solutions faster. Decision making is aligned to the correct position in the organization, providing operators the training to make real-time decisions and leaders the discretion to make strategic choices. TSA's investment in its people establishes it as an employer of choice. TSA's exceptional professionals proudly own TSA's mission and feel empowered by their leadership. TSA supports its employees at all levels by proactively investing in their future and enabling them to make sound, level-appropriate decisions. TSA achieves high levels of job satisfaction through transparent communication and responsive leadership.

Key Trends Impacting TSA ~ Continuous Threat: Adversaries remain committed to causing physical and economic harm to transportation networks with low cost and sophisticated tactics. ~ Emerging Technologies: Interconnected technologies enable an agile security model and effective operations. ~ Cyber-Physical Interdependency: Risk of intrusion or disruption from state and non-state actors to critical transportation infrastructure. ~ Passenger Experience: Passengers are demanding customized and seamless travel experiences with on-demand and convenient services. ~ Changing Workforce: The ability to recruit and retain talent with advanced technical skills, critical thinking and adaptability is increasingly difficult in a competitive labor market. ~ Transportation System and Economy: Passenger and cargo volumes are increasing with demand for new travel departure points and destinations in growing global regions.

Contents

intentionally-blank

Organization

Transportation Security Administration (TSA)

Description:

TSA at 25 ~ Twenty-five years after its founding, TSA will remain the recognized global leader of transportation security, enabled by our focus on capability innovation and threat-informed, information-driven operations. Over the next seven years, TSA will make strides to outpace and outmatch the threat. We will be agile in addressing the dynamic threats posed to the transportation system. By working to incorporate and complement industry advances, TSA will enhance security and create a seamless experience for passengers of all modes of transportation.

Stakeholder(s):

David Pekoske P:
　　Administrator

Vision

An agile security agency, embodied by a professional workforce, that engages its partners and the American people to outmatch a dynamic threat.

Mission

Protect the nation's transportation systems to ensure freedom of movement for people and commerce.

Values

Integrity: We maintain the highest standards of conduct. We are dedicated professionals, acting with conviction and honesty. As individuals and as teams, we hold ourselves accountable for results.

Respect: We respect the Constitution, the law, and the traveling public. We value our colleagues, partners, and stakeholders. We demonstrate compassion and strive for excellence in all our actions.

Commitment: We are committed to the security of the public as we vigilantly carry out the mission entrusted to us. We are motivated to continuously improve the way we support our organization.

The following symbols may appear throughout this document:

STAKEHOLDER TYPES:　　　　ROLE TYPES:

P: Person　　　　　　　　　　P: Performer

O: Organization　　　　　　　B: Beneficiary

C: Generic Group

Page 3

Goal 1: Transportation System

Improve Security and Safeguard the Transportation System

As a leader in the transportation security network, TSA 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 be integral to success in this shared transportation security mission.

Objective 1.1: Aviation

Strengthen the effectiveness of TSA's core capabilities in aviation security.

Objective 1.2: Information

Improve intelligence-driven operations with increased information sharing.

Objective 1.3: Vetting

Modernize transportation vetting.

Objective 1.4: Standards

Advance global transportation security standards.

Objective 1.5: Surface Transportation

Promote security partnerships across surface transportation systems.

Goal 2: Action

Accelerate Action

TSA 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 feld 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.

Objective 2.1: Decisions

Improve the speed to decision.

Objective 2.2: Solutions

Reduce the time to field solutions.

Objective 2.3: Partnership & Collaboration

Define clear pathways to enable partnership and collaboration.

Objective 2.4: Risk & Resources

Align TSA's organizational structure to manage risk and optimize resource allocation.

Goal 3: People

Commit to Our People

TSA's most important assets are the dedicated professionals securing our Nation's transportation system. We will foster a diverse, inclusive, and transparent work environment, establishing TSA as a federal employer of choice. 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.

Objective 3.1: Recruitment & Hiring

Recruit and hire a capable and diverse team of exceptional individuals.

Objective 3.2: Communication, Responsiveness, Inclusion & Collaboration

Establish effective communication channels and promote responsiveness, inclusion, and collaboration.

Objective 3.3: Learning & Growth

Foster an environment of continual learning and growth that instills shared organizational values and advances technical, critical thinking, and leadership skills.

Objective 3.4: Retention, Rewards & Promotion

Retain, reward, and promote high performers, and define career paths for advancement.

Objective 3.5: Systems & Infrastructure

Develop and sustain the systems and infrastructure necessary to support our workforce.