

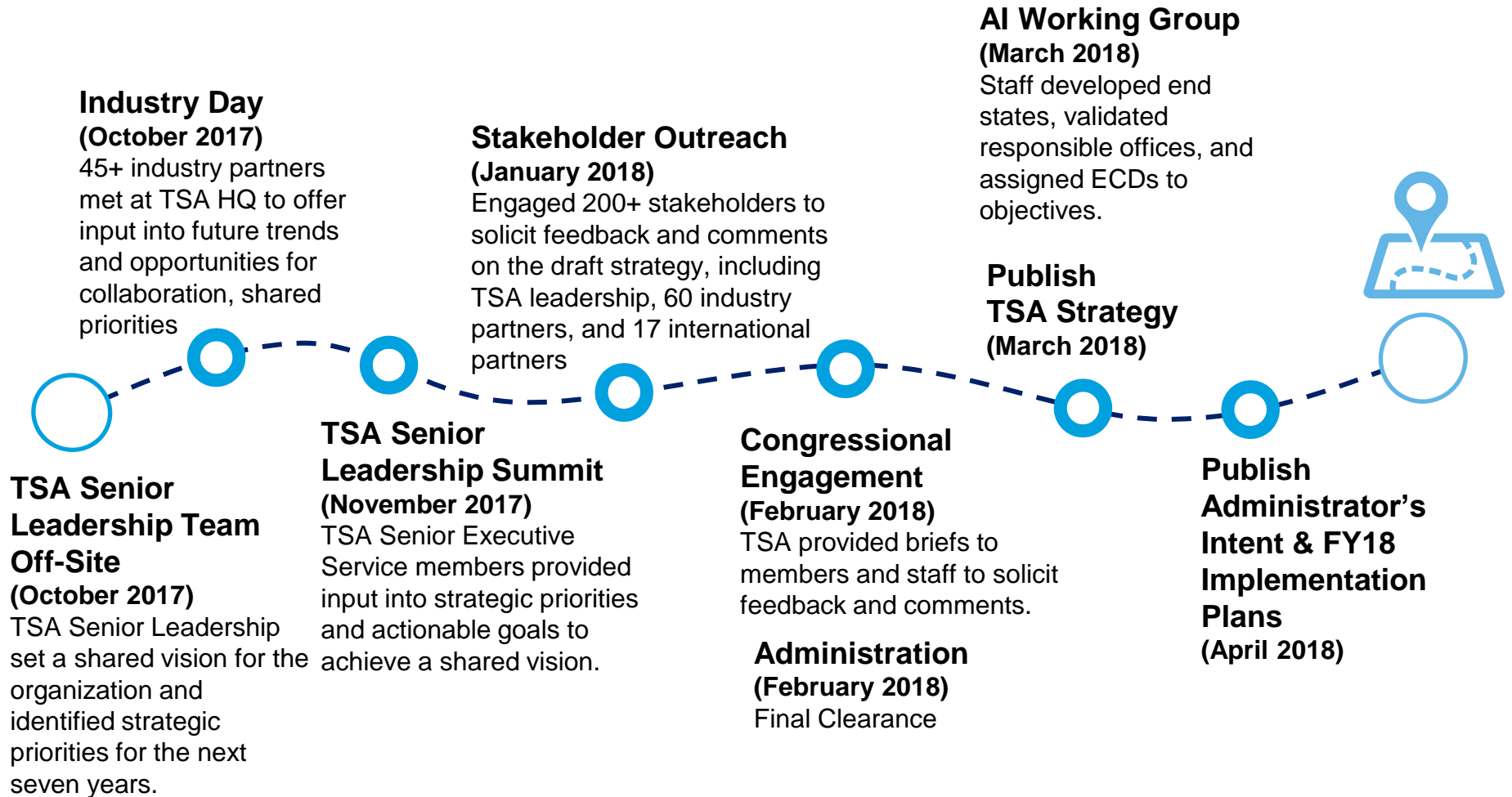
# TSA Strategy

May 2018



Transportation  
Security  
Administration

# TSA's Strategy and Administrator's Intent Development



# Guiding Documents

Our work will culminate in three distinct, yet mutually reinforcing, documents that will drive TSA towards its strategic vision.



# Draft TSA Strategy Mission, Vision, and Core Values

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## Mission

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

## Vision

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

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## Core Values

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### 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 the nation has entrusted to us. We are motivated to continuously improve the way we support our organization.



## Improve Security and Safeguard the Transportation System

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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.

1. Strengthen the effectiveness of TSA's core capabilities in aviation security.
2. Improve intelligence-driven operations with increased information sharing.
3. Modernize transportation vetting.
4. Advance global transportation security standards.
5. Promote security partnerships across surface transportation systems.



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 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.

1. Improve the speed to decision.
2. Reduce the time to field solutions.
3. Define clear pathways to enable partnership and collaboration.
4. Align TSA's organizational structure to manage risk and optimize resource allocation.

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.

1. Recruit and hire a capable and diverse team of exceptional individuals.
2. Establish effective communication channels and promote responsiveness, inclusion, and collaboration.
3. Foster an environment of continual learning and growth that instills shared organizational values and advances technical, critical thinking, and leadership skills.
4. Retain, reward, and promote high performers, and define career paths for advancement.
5. Develop and sustain the systems and infrastructure necessary to support our workforce.