

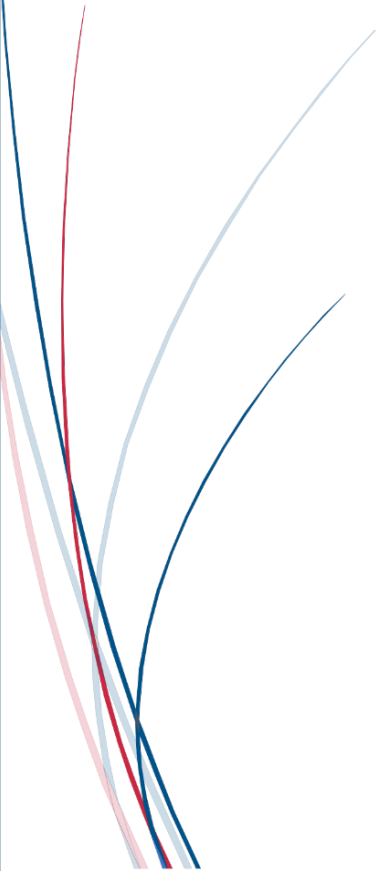


# **TSA Career Portal**

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User Guide

October 2022



# Welcome

Welcome to the TSA Career Portal User Guide. The TSA Career Portal is a robust, online career development system that reflects a strategic approach to talent management by featuring both Career Mapping and Leadership Succession Planning components.

The Career Mapping (CMS) component enables you to view, compare, and create career maps; assess and develop your skills and competencies; and create both short- and long-term career goals. In addition, the site provides a wide range of resources to support your professional development and growth.

The Leadership Succession Planning (LSP) component is designed to strengthen and retain current leaders, while ensuring valuable knowledge is captured and conveyed to future leaders. Through this site, you will be able to access to a wide range of leadership tools and resources, nominate yourself for talent pools, explore leadership roles, and develop your Executive Core Qualifications (ECQs).

## Accessing CMS Functions

Review the location and function of the main Career Mapping tools:

- [View Career Maps](#)
  - [Position Descriptions](#)
  - [Competency Self-Assessment](#)
- [Compare Maps](#)
- [Create Career Maps](#)
- [Activities](#)
- [Information](#)
  - [Mission Critical Career Progressions Overviews](#)
  - [TSA Competency Dictionary](#)
- [Tools](#)
  - [Career Tool Kit](#)
  - [Skills Self-Assessment](#)
  - [TSA Resume Builder](#)
  - [Leadership Competency Self-Assessment](#)
  - [LinkedIn Learning](#)

# Accessing LSP Functions

Review the location and function of the main Leadership Succession Planning tools:

- [Job Success Profiles](#)
- [Join a Talent Pool](#)
- [Talent Matrix](#)
- [Executive Development Plan](#)
- [Interview Preparation](#)
- [Executive Assessment Tools](#)
- [Executive Core Qualifications](#)
- [Leadership Resources](#)

## Navigating the CMS

You can navigate to the main functions of the CMS using the links in the site header, or in the center content areas of the CMS Home page: Activities, Information, and Tools.



**Career Mapping**

Welcome Katherine Colin ADMIN Log Out

[View Career Maps](#) [Compare Maps](#) [Create Career Map](#) [My Account](#)

### TSA Wins Silver

The 2021 Brandon Hall Group Excellence in Technology Awards  
TSA wins silver award for excellence in the Best Advance in Career Management or Planning Technology category for its Career Development System.

**Brandon Hall Group**  
EXCELLENCE IN TECHNOLOGY AWARDS  
**SILVER**  
2021  
*Brandon Hall Group Silver Award*

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### Welcome to...

TSA's Career Mapping System! This system will enable you to map a progressive career ladder of job opportunities within the agency, as well as view skills, abilities, competencies, recommended training, and developmental activities necessary to progress from one position to another.

These TSA career paths are not intended to guarantee promotion or placement into another technical area; however, taking the suggested training courses will ensure that you are prepared technically, analytically and strategically, which in turn will serve as a bolster as you navigate through your TSA Career.

#### Activities

Worksheets and documents designed to heighten self-awareness and focus on identifying strengths and developing potential for career advancement, provide guidance, and set goals.

- Self-Reflections Activity 1:  
*Career Self-Reflections Worksheet*
- Self-Reflections Activity 2:  
*Career Guidance*
- Self-Reflections Activity 3:  
*Career Goals Worksheet*

#### Information

Discover ways to begin a career, progress within tracks, define competencies and find training. Explore additional sites providing valuable career information.

- Entry-Level Opportunities
- Mission Critical Career Progression Overviews
- TSA Competency Dictionary
- My Next Move Interest Profiler
- Career One Stop

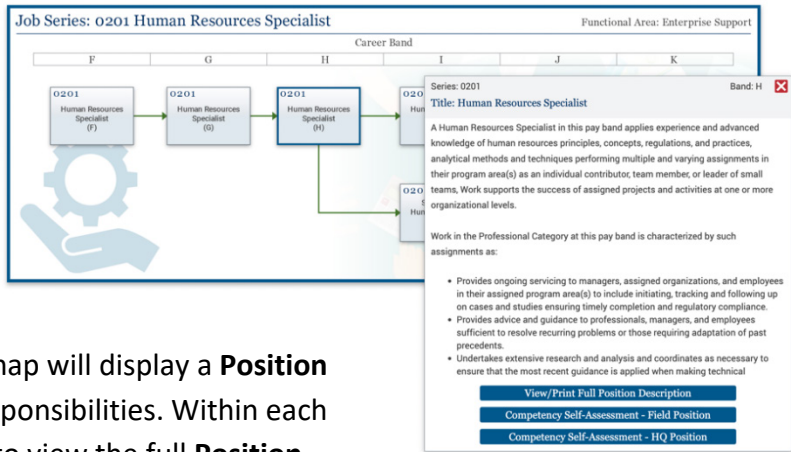
#### Tools

Find the tools to assist you with developing your skills, competencies and potential career advancement.

- Career Tool Kit
- Skills Self-Assessment
- TSA Resume Builder
- Leadership Competency Self-Assessment
- LinkedIn Learning

## View Career Maps

Select the **View Career Maps** on the Home page. On the **View Career Maps** page, you will see a list of job series within TSA. Select a job series to open the complete career map for that particular series.



Selecting a position in the career map will display a **Position Summary** of the job duties and responsibilities. Within each position summary, there are links to view the full **Position Description** and to open a **Competency Self-Assessment** for that position.

Enterprise Support Series | 0 2 0 1

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### HUMAN RESOURCES SPECIALIST (FD) - H

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**Level 3 Professional**

Applies experience and knowledge of human resources principles, concepts, regulations, and practices, analytical methods and techniques performing multiple and varying assignments as an individual contributor, team member, or leader of small teams, under the direction of a manager, project/program manager, team leader, or more experienced professional. Established policies and procedures provide guidance for most assignments, but allow limited discretion to select the most appropriate approach or to develop new approaches. Work and use of resources are reviewed periodically, typically at major milestones and at completion.

**Job Duties and Responsibilities**

Provides management and other program staff with advice and support for performing human capital core functions in compliance with the Office of Human Capital (OHC) directives, policies, guidance, procedures, and requirements. Acts as an agent of the AA/OHC for the purposes of ensuring that the organizational element complies with OHC directives, policies, guidance, procedures and requirements and that human capital decisions and activities in the organizational element are consistent with merit system principles.

Work includes such assignments as:

- Provides ongoing servicing to managers, assigned organizations, and employees in their assigned program area(s) to include initiating, tracking and following up on cases and studies ensuring timely completion and regulatory compliance.
- Provides advice and guidance to professionals, managers, and employees sufficient to resolve recurring problems or those requiring adaptation of past precedents.
- Undertakes extensive research and analysis and coordinates with OHC senior specialists as necessary to ensure that the most recent guidance is applied when making technical decisions or advising managers, staff, and employees.
- Provides guidance to more junior staff as appropriate to accomplish ongoing work.
- Identifies and proposes technically sound and administratively compliant solutions to a range of recurring issues requiring considerable judgment to ensure that recommendations and approaches best meet operational needs.

Depending on needs and circumstances of the specific organizational element to which assigned, duties may include but are not limited to functional areas described below. Characteristic human resources assignments at this pay band (by functional area) include:

**Disciplinary and Adverse Actions Key Duties:**

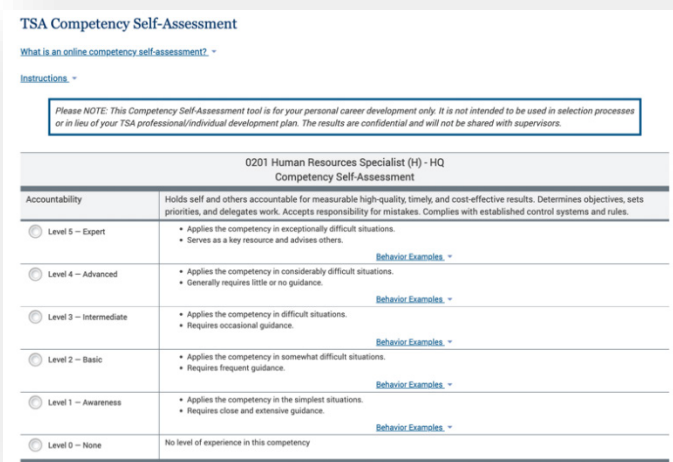
Knowledge of, and skill in applying, employee relations principles, practices, and legal and regulatory requirements; and analytical skill sufficient to advise managers about appropriate disciplinary or other corrective techniques that are responsive to a range of conduct and performance problems.

## Position Descriptions

The position descriptions contain the job duties, responsibilities, core competencies, technical competencies, critical development activities, training, and special conditions associated with the position.

## Competency Self-Assessment

The Competency Self-Assessment will enable you to identify your level of proficiency in each of the competencies required to advance to the selected position. After submitting your proficiency ratings, you can compare your rating to the “goal” or recommended proficiency rating for each of the competencies.

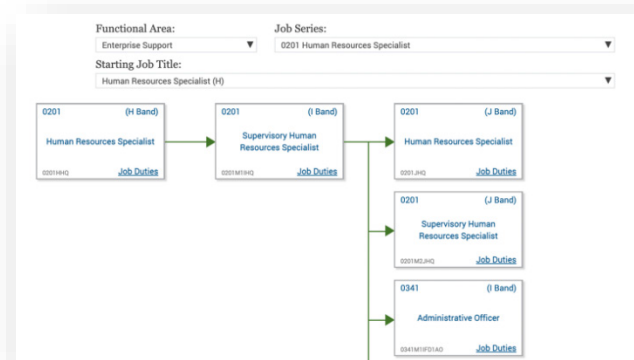


## Compare Maps

Select the **Compare Maps** link on the home page or from the dropdown menu. On the **Compare Maps** page, you will need to select a functional area and job series to begin comparing career maps. Follow the instructions on the page to compare the career path of the selected job series to one that is familiar or of interest to you.

## Create Career Map

Select the **Create Career Map** link on the home page. On the **Create Career Map** page, select a functional area, job series, and starting job title to view the available options. Select one of the options to advance your map. As you progress, you can select a position a second time to remove it from your map.



## Activities

Select one of the three self-reflection activities found under **Activities** on the home page. These activities are designed to help you develop potential for career development and set goals.

### Activities

Worksheets and documents designed to heighten self-awareness and focus on identifying strengths and developing potential for career advancement, provide guidance, and set goals.

Self-Reflections Activity 1:  
*Career Self-Reflections Worksheet*

Self-Reflections Activity 2:  
*Career Guidance*

Self-Reflections Activity 3:  
*Career Goals Worksheet*

### Information

Discover ways to begin a career, progress within tracks, define competencies and find training. Explore additional sites providing valuable career information.

[Entry-Level Opportunities](#)

[Mission Critical Career Progression Overviews](#)

[TSA Competency Dictionary](#)

[My Next Move Interest Profiler](#)

[Career One Stop](#)

## Information

For more valuable career information, select one of the links found under **Information** on the home page.

This guide will highlight two helpful resources: Mission Critical Career Progression Overviews and the TSA Competency Dictionary.

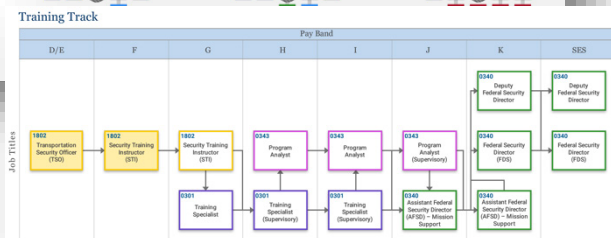
## Mission Critical Career Progression Overviews

Select the **Mission Critical Career Progression Overviews** link on the home page.

On the **Mission Critical Career Progression Overviews** page, select one of the four functional tasks to view the related career progressions.

### Mission Critical Career Progression Overviews

The Mission Critical Career Progression Overview links below allow you to explore how mission critical jobs from several occupational series typically progress within various functional tracks. Select a track to view the related career progressions.



## TSA Competency Dictionary

Select the **TSA Competency Dictionary** link on the home page. The TSA Competency Dictionary lists competencies and their definitions; each competency can be selected to view a list of associated training resources.

### TSA Competency Dictionary

This dictionary offers a list of competencies and their definitions that provide a "common language" for analyzing and describing jobs at all levels within various technical, professional and administrative occupations throughout the agency. A competency is a measurable pattern of knowledge, skills, abilities, behaviors, and other characteristics that an individual needs to perform work roles or occupational functions successfully.

In compiling this dictionary, TSA relied on both its own analysis and MOSAIC—a government-wide occupational study of critical competencies and tasks employees need to perform successfully in nearly 200 federal occupations, as well as for leadership positions.

Select a competency below to view a list of training resources associated with that competency.

Competency	Definition
Accountability	Holds self and others accountable for measurable high-quality, timely, and cost-effective results. Determines objectives, sets priorities, and delegates work. Accepts responsibility for mistakes. Complies with established control systems and rules.

- Administration and Management
- Administrative Law
- Administrative Procedures and Tasks
- Application of Standard Operating Procedures
- Arithmetic and Mathematical Reasoning
- Attention to Detail

### TSA Competency Resources - Accountability

The following courses are available for the Accountability Competency. Select a course Title for more information.

Title
Becoming an Accountable Professional
Creating a Plan for Performance Management
Demonstrating Accountability in a Crisis Situation
Detecting and Dealing with Performance Problems
Developing a Personal Accountability Framework
Keeping Top Performers Challenged
Leadership Advantage: Accountability 3.0
Leadership Advantage: Developing a Business Execution Culture 3.0
Leadership Advantage: Ethics, Integrity and Trust 3.0
Leadership Advantage: New Manager Transitions 3.0
Leadership Advantage: Setting and Managing Priorities 3.0

### Tools

Find the tools to assist you with developing your skills, competencies and potential career advancement.

- Career Tool Kit
- Skills Self-Assessment
- TSA Resume Builder
- Leadership Competency Self-Assessment
- LinkedIn Learning

## Tools

Select one of the resources found under **Tools** on the home page. All these tools, and more, can also be found in the Career Tool Kit.

This guide will highlight all five of these valuable tools.

## Career Tool Kit

Select the **Career Tool Kit** link on the home page. The **Career Tool Kit** contains links to information and tools, organized by category. Select a category to view the associated resources.

### Career Tool Kit

Explore each category for more information.

- ASSESSMENTS
- TRAINING & DEVELOPMENT
- CAREER RESOURCES
- CAREER PLANNING
- LEADERSHIP
- MENTORING
- COACHING
- RESUME
- INTERVIEWING
- STUDENT PROGRAMS
- PERFORMANCE MANAGEMENT



## Skills Self-Assessment

Select the **Skills Self-Assessment** link from the home page or the Assessments category in the Career Tool Kit. The **Skills Self-Assessment** will enable you to identify your level of proficiency in each of the skills required to advance to the selected position.

### Skills Self-Assessments

Thank you for taking time to complete a skills assessment. To date, this TSA career mapping system offers 29 different skills assessments. Please select the skills assessment that you feel is most appropriate for your skill level and band. You may also choose to complete other skills assessments offered. This will allow you to see how the skills may vary across bands and series you may be interested in pursuing.

NOTE: 0201 H, I, and J Bands are found on multiple assessments. If you choose to take multiple assessments that contain one or more of the same bands, your previous responses to duplicate questions will be auto-populated in the new assessment.

Skills Self-Assessment	Your Status			
0201 Human Resources Specialist - Entry-Level (Bands F, G, and H)				
Skill Category/Description	Mastery What is my level of mastery of this skill in my current job?	Importance How important is this skill in my current job?	Frequency How frequently do I use this skill in my current job?	Interest Are you interested in applying this skill?
<b>CLASSIFICATION</b>				
Advises managers on establishing organizational structures that are efficient and cost-effective, support desired grade levels, facilitate career development, and maximize performance.				
Assists managers in developing Job Analysis Tools (JAT/SJD/PDs) to establish the appropriate level of competencies, job description, knowledge, skills, and abilities within a category and assignment to a pay band.				
Exercises position classification authority for all types of non-executive positions including mixed series, multiple pay system, and management.				
Explains how organizing and depicting work in the Job Analysis Tool (JAT/SJD/PD) can positively impact training and performance management.				
Explains the rationale for category and pay band determinations to managers and employees.				

### TSA Resume Builder



#### TSA Resume Builder Introduction

Take a moment to look at the TSA Resume Builder Introduction to find out information on how to use the builder and create a resume.

This Resume Builder is designed to help you create a professional competitive resume that you can then use to apply for other positions within the Transportation Security Administration (TSA).

Please complete the following fields with as much information about yourself and your experience as possible.

Note: Your information will be saved and accessible for future use.

#### Section 1 of 10: General Information

Please enter your personal information below.

Name:

Address:

Phone Number:

Email:

Website:

Back

Next

## TSA Resume Builder

Select the **TSA Resume Builder** link from the home page or the Resumes category in the Career Tool Kit. Fill in the requested information to build a professional competitive resume that you can use to apply for other positions within the TSA.

## Leadership Competency Self-Assessment

Select the **Leadership Competency Self-Assessment** from the home page or the Assessments category in the Career Tool Kit.

Select one of the three leadership assessments to help identify your strengths and areas to target for improvement.

### Leadership Competency Self-Assessment

#### WHAT IS A LEADERSHIP SELF-ASSESSMENT?

A Leadership Self-Assessment is a professional development and planning tool to help you identify your strengths and areas to target for improvement. Since meaningful change is enabled through self-awareness, the self-assessment process provides a way of building the leadership duties and related competencies that leaders need to perform their roles. Leadership development and assessment is an ongoing process. Leadership duties and their related competency proficiency levels can be used to define different strengths and areas of growth as individuals progress through their careers.

#### WHY TAKE A LEADERSHIP SELF-ASSESSMENT?

The purpose of this Self-Assessment is to only take this assessment once every 5 years.

#### CHOOSING A LEADERSHIP ASSESSMENT

The TSA Career Mapping System offers one for Managers, and one for Executive through and respond to the prompts.

Please select the leadership assessor offered. This will allow you to see how it applies to your role.

NOTE: Certain leadership responsibility questions will be auto populated in the assessment.

Team-Lead/Supervisor Leadership Assessment

Duty/Responsibility	Proficiency What is my level of proficiency of this duty/responsibility?
<b>ACCOUNTABILITY</b>	
Can be relied upon to ensure that tasks within areas of specific duties are completed in a timely manner and within budget.	
Confirms that useful controls are developed and kept to ensure the integrity of the agency.	
Holds self and others accountable for rules and duties.	
Takes charge for work unit or job outcomes, no matter the results.	
<b>CONFLICT MANAGEMENT</b>	
Duty/Responsibility	Proficiency What is my level of proficiency of this duty/responsibility?
Can be relied upon to ensure that tasks within areas of specific duties are completed in a timely manner and within budget.	
Confirms that useful controls are developed and kept to ensure the integrity of the agency.	
Holds self and others accountable for rules and duties.	
Takes charge for work unit or job outcomes, no matter the results.	
<b>CREATIVE THINKING</b>	
Duty/Responsibility	Proficiency What is my level of proficiency of this duty/responsibility?
Forms and leads cross-divisional work group in making creative solutions to address problems.	
Plans new ways where well known routines and procedures are not fitting or are absent.	
Uses imagination to develop new visions into situations and applies new answers to problems.	

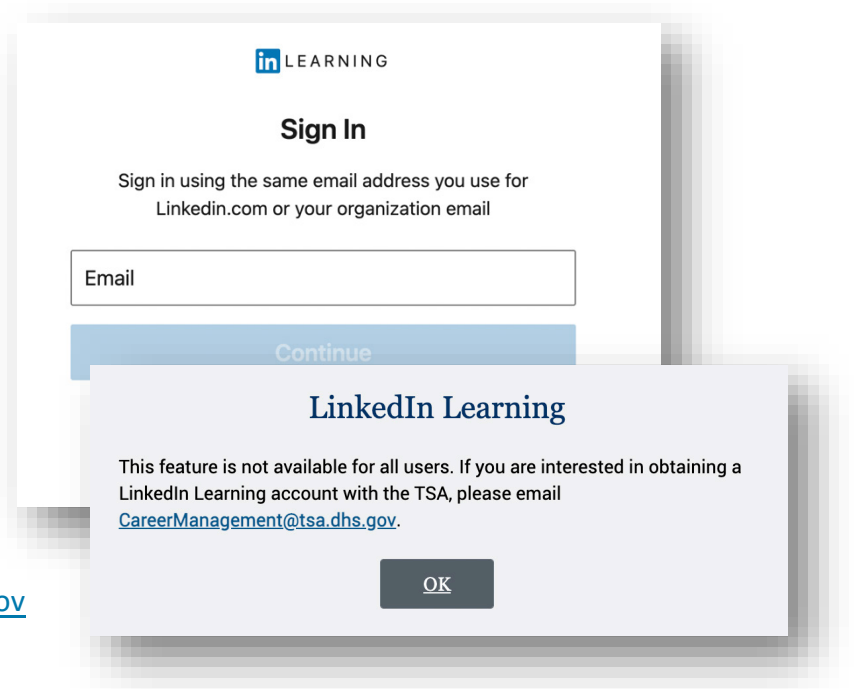
### LinkedIn Learning

Select LinkedIn Learning from the home page to log into your LinkedIn Learning account.

*This feature is not available to all users yet.*

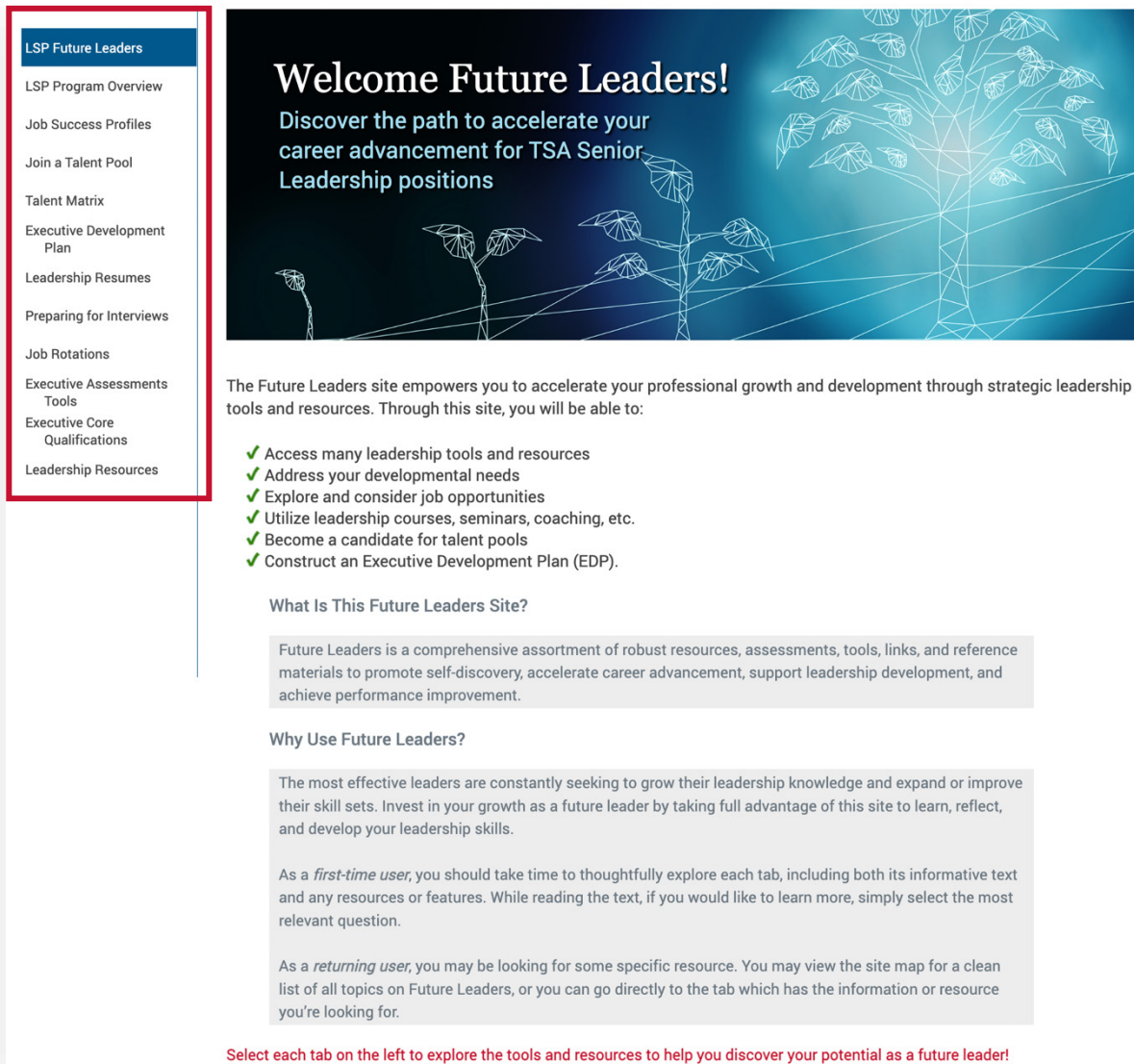
Users with LinkedIn Learning access will be directed to their LinkedIn Learning account.

Users without access, will be prompted to email <mailto:careermanagement@tsa.dhs.gov> to express interest in obtaining LinkedIn Learning through TSA.



## Navigating the LSP

You can navigate to the main functions of the LSP by selecting one of the tabs along the left side of the page. Select any of the tabs to quickly access the different resources and functions of the LSP.



**LSP Future Leaders**

- LSP Program Overview
- Job Success Profiles
- Join a Talent Pool
- Talent Matrix
- Executive Development Plan
- Leadership Resumes
- Preparing for Interviews
- Job Rotations
- Executive Assessments Tools
- Executive Core Qualifications
- Leadership Resources

### Welcome Future Leaders!

Discover the path to accelerate your career advancement for TSA Senior Leadership positions

The Future Leaders site empowers you to accelerate your professional growth and development through strategic leadership tools and resources. Through this site, you will be able to:

- ✓ Access many leadership tools and resources
- ✓ Address your developmental needs
- ✓ Explore and consider job opportunities
- ✓ Utilize leadership courses, seminars, coaching, etc.
- ✓ Become a candidate for talent pools
- ✓ Construct an Executive Development Plan (EDP).

#### What Is This Future Leaders Site?

Future Leaders is a comprehensive assortment of robust resources, assessments, tools, links, and reference materials to promote self-discovery, accelerate career advancement, support leadership development, and achieve performance improvement.

#### Why Use Future Leaders?

The most effective leaders are constantly seeking to grow their leadership knowledge and expand or improve their skill sets. Invest in your growth as a future leader by taking full advantage of this site to learn, reflect, and develop your leadership skills.

As a *first-time user*, you should take time to thoughtfully explore each tab, including both its informative text and any resources or features. While reading the text, if you would like to learn more, simply select the most relevant question.

As a *returning user*, you may be looking for some specific resource. You may view the site map for a clean list of all topics on Future Leaders, or you can go directly to the tab which has the information or resource you're looking for.

Select each tab on the left to explore the tools and resources to help you discover your potential as a future leader!

## Job Success Profiles

Select the **Job Success Profiles** link from the list of tabs. Job Success Profiles (JSP) provide a snapshot of the job overview, responsibilities, knowledge, skills, and Executive Core Qualifications and/or competencies required for effective performance.

Find a specific JSP by either using the filter or search functions, or by selecting from the list.

**Job Success Profiles**

Review Job Success Profiles (JSP) to gain an understanding of the position at a glance.

JSPs provide a snapshot of the job overview, responsibilities, knowledge, skills, and Executive Core Qualifications (ECQs) and/or competencies required for effective performance. In contrast, a Position Description lists specific duties and tasks.

*Note:* Please note that this is an abbreviated list of available JSPs as many are still in the process of being validated by TSA Subject Matter Experts. Additional JSPs will be regularly updated and uploaded to the portal for your viewing.

How to Search the JSPs?

For quick and convenient reference, search the offered Job Success Profiles (JSP) by pillar, title, job series, pay band, and field or headquarter location.

**Filter JSPs By:**

Pillar: ALL  
 Title: ALL  
 Job Series: ALL  
 Pay Band: ALL  
 Field/HQ: ALL

Showing 1 to 20 of 8  
 Display 20 JSPs

**ASSISTANT ADMINISTRATOR, ACQUISITION PROGRAM MANAGEMENT (APM)**

MASTER RECORD NUMBER: 65875  
 OCCUPATIONAL SERIES: 0340  
 FIELD/HQ: HQ  
 PAY BAND: TSES 01  
 PILLAR: Acquisitions & Support

**JOB OVERVIEW**

This position is responsible for the oversight and being an inspirational leader of a program office to sustain excellence and optimize results in the executive's organization, agency, department, or Government-wide. This position contributes and spearheads agency efforts that address or accomplish important agency goals and consistently handles challenges and exceeds targets at the highest level of the agency.

**JOB RESPONSIBILITIES**

- Utilizes the Joint Requirements Council validated mission requirements documentation provided by the TSA user community to strategically plan for and acquire solutions that meet the need by leveraging cost, schedule, and performance trade space offered through the acquisition lifecycle framework.
- Oversees budget formulation as well as the execution and allocation of annual budgets approved by Congress for programs within area of responsibility.
- Guides the planning of federal government acquisition programs and the development of coherent acquisition program documentation that accurately represents the program strategy, risks, time, and cost.
- Reviews acquisition activity across Program Management Offices (PMO) and ensures priorities are aligned with executive and/or Agency goals.
- Leads executives to develop and implement effective acquisition strategies to meet mission needs with stakeholder input and to identify best acquisition options, determine industry engagement, and resolve complex issues that arise.
- Plans for and acquires solutions by leveraging cost, schedule, and performance trade space offered through the acquisition lifecycle framework, ensuring solutions delivered to end users meet the overall mission, vision, goals, and objectives.
- Directs the resolution of acquisition issues, assessing their impact and working with stakeholders to arrive at the best solution.
- Ensures individual acquisition programs are managed in consonance with current and relevant policies, procedures, and approved baselines, and guides subordinate programs.

**JOB KNOWLEDGE**

- Knowledge of the acquisition lifecycle framework and Federal laws, regulations, and directives (i.e., DHS Directive 102-1).

**JOB SKILLS**

- Leads TSA acquisition programs, designates programs as "special interest" when required, and develops a procurement-based workforce.
- Creates program management plans (i.e., acquisition program baselines, work breakdown structures, and risk management plans) to execute an acquisitions program.
- Collaborates with leaders, industry, and stakeholders to develop performance baselines and execute program strategies.

## Join a Talent Pool

Join a talent pool to learn, grow, and improve your leadership skills.

If you meet the criteria for the talent pool (i.e., support of agency values, leadership promise, and interpersonal skills), TSA will partner with you by providing you with learning tools, resources, and developmental opportunities to support your growth.

Through placement in a talent pool you may be considered for many roles throughout a 6-month period while having submitted only one application.

What is a Talent Pool?

A "talent pool" is a robustly developed to assume growth.

### How to Join a Talent Pool

Your manager can support you. To apply to be considered for a position, please email your completed form to the Executive Resources Division (ERD).

[Select here](#) to email your form.

**TALENT POOL APPLICANT PROFILE**

**EMPLOYEE INFORMATION**

Name	
Position Title	
Series	
Band	
Office	
Pillar	
Time In Current Position	
Supervisor	

**CAREER GOALS – Please list potential position you see yourself in:**

1-3 Years	
3-5 Years	
5+ Years	

**EDUCATION**

Institution:	Degree:	Area of Study:	Years:
Institution:	Degree:	Area of Study:	Years:
Institution:	Degree:	Area of Study:	Years:

**SKILLS/EXPERTISE**

Languages	
Technology/Software	
Professional Expertise	
Other	

**DEVELOPMENTAL EXPERIENCES (PAST 3 YEARS)**

Formal Training:	Competencies/Skills Developed:
Special Assignments:	Competencies/Skills Developed:
Other:	Competencies/Skills Developed:

## Join a Talent Pool

Select the **Join a Talent Pool** link from the list of tabs. Read the information provided pertaining to Talent Pools and how you can join one.

Complete the **Talent Pool Applicant Profile** and click the link to email your completed form to the Executive Resources Division (ERD).

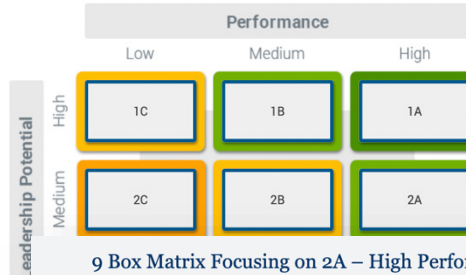
## Talent Matrix

Select the **Talent Matrix** link from the list of tabs. Use this **Talent Matrix** to help develop your Executive Development Plan (EDP).

Determine where you fall in this matrix by selecting each box and reading what this level of performance and potential looks like.

### 9 Box Performance - Potential Matrix

Use this matrix to assess your performance and potential factors and to help develop your [EDP](#). Select each box of the matrix to learn more about the behaviors that correspond to each category ([here](#) is a downloadable version of the matrix).



#### 9 Box Matrix Focusing on 2A – High Performance & Medium Potential

**Definition:** The individual performs well in their current job, makes valuable contributions, and consistently demonstrates competencies required. The individual may be ready to take on greater scope and responsibility in the next 12 months.

**How do I know? The individual:**

- Performs above expectations; however, the manager may not be certain about their capability to handle increased scope and complexity.
- Demonstrates the capability to take on more work or additional projects and willingly accepts new assignments of increasing difficulty level.
- Seeks opportunities to improve both their self and the organization.
- Shows understanding of organizational mission, values, and core competencies through demonstrated behaviors and seeks to integrate them into daily work.

Close

### Executive Development Plan

All Transportation Security Executive members within TSA should prepare, implement, and continually update Executive Development Plans (EDP).

You should regularly review and update your EDP, at least annually, to ensure it is relevant and incorporates new training and learning opportunities. You are encouraged to explore critical development experiences (CDE) and learning activities to ensure they meet your professional and developmental needs.

**What is an Executive Development Plan (EDP)?**

An EDP is your blueprint for short- and long-term development. It will engage you professionally, reflect your commitment to public service, and demonstrate your engagement in lifelong learning. EDP activities should also give you a broader perspective to support you in meeting the agency's need for leadership, managerial improvement, and organizational results.

**OPM Framework for the Continuing Development of Federal Senior Executives**

Review [this framework](#) to assess your current state of development and create a plan to strengthen specific competencies. OPM created this framework to provide comprehensive guidance to support your ongoing executive development.

**Writing Your EDP**

Fill out the [SES EDP](#)

Consult [this guide](#) support your leadership

**Best Practices for Writing Your EDP**

Before you design practices of executive development

Key points from the guide

As you write your EDP

- Experiential Learning
- One of the best ways to learn is through experiential learning and the final degree assessment
- As you develop your EDP, consider the following areas you wish to address:
  - When using a 360-degree assessment
  - In 3<sup>rd</sup> party

### Executive Development Plan

EXECUTIVE		
Name:	Component/Organization:	Title:
Office Phone:	Email:	Supervisor Name/Title:
How did you identify the development needs reflected on this Plan? Please check all that apply:		
<input type="checkbox"/> Executive-level leadership assessment that includes employee feedback <input type="checkbox"/> Peer, Customer, or other Stakeholder feedback <input type="checkbox"/> Current or future performance needs based on supervisor observation <input type="checkbox"/> Current or future performance needs based on self-assessment <input type="checkbox"/> Other:		
EXECUTIVE DEVELOPMENT PLAN CONCURRENCE		
Per the signatures and dates below, I will pursue completion of all requirements under the Capstone tier and additional leader development activities identified in this plan, as supported by my supervisor.		
Executive Signature:	Supervisor of Record Signature:	

## Executive Development Plan

Select the **Executive Development Plan** link from the list of tabs. Read up on the best practices for writing your Executive Development Plan (EDP).

Download the **SES EDP Template** to complete your EDP. Consult the accompanying guide and sample SES EDP for additional help.

## Interview Preparation

Select the **Preparing for Interviews** link from the list of tabs. Review various preparation resources for three different types of interviews: Traditional Job, Stay, and Transition.

### Preparing for Interviews

During your career, you may be asked to participate in more than one type of interview. Participating in these interviews can establish effective communication channels and promote employee responsiveness, inclusion, and collaboration.

You can provide valuable information to TSA through participating in interviews, benefiting TSA's strategic process as well as benefiting your career.

Explore how your participation in the following types of interviews—traditional job, stay, and transition—can lead to these benefits while strengthening the connection between you and TSA.

#### Traditional Job Interview

During a traditional job interview, you can take positive action to advance your career while TSA can assess the depth of your talent and identify future gaps. The importance of interview preparation cannot be overstated.

Consult this [Upcoming Interview guide](#) and [Leadership Interview Preparation resource](#) to review a wealth of valuable information on how to prepare for leadership positions.

Select each question below to review a summary of tips on how to prepare for and perform during an interview. Additional interview tips can be found [here](#).

What Should You Do Before Your Interview? [Read Answer](#)

What Should You Do During Your Interview? [Read Answer](#)

What Should You Do After Your Interview? [Read Answer](#)

#### Stay Interview

You participate in a stay interview so that the agency can learn the specific actions it must take to strengthen your engagement and retain you. Stay interviews help management understand why employees stay and what might cause them to stay.

If you are invited to participate in a stay interview, please review [these guidelines](#) to learn more about stay interview benefits, elements, and sample questions.

#### Transition Interview

The purpose of a transition interview is to collect information about your position, the duties you regularly perform, and the professional network you maintain. Through the transition interview, TSA can ensure the continuity of a position's responsibilities and security of its resources in the event of a transition or vacancy.

You may be asked to complete [this Transition Brief](#) to document or preserve your knowledge, work experiences, and accomplishments to collect the information you would share during the transition interview.

### Executive Assessments Tools

Through assessing your strengths and weaknesses, you can grow as a leader and gain a deeper level of self-awareness.

You may use assessments as a foundation for your development as an executive. You can acquire valuable feedback and insight through assessment tools, such as cognitive ability tests, 360-degree assessments, and personality and leadership inventories.

#### How Should You Use These Resources?

You may use results from these assessment tools to identify your strengths and targeted areas for improvement. These high-value assessments provide the basis to promote self-discovery, target developmental needs, accelerate career advancement, and support continuous learning, performance improvement, and leadership development.

#### The Blake and Mouton Managerial Grid Leadership Self-Assessment

This [self-assessment](#) helps you identify your primary leadership style and understand its effects on your team's productivity and motivation.

By plotting "concern for tasks" and "concern for people" on each axis, the grid highlights how placing too much emphasis on one area at the expense of the other leads to poor results.

#### Leadership Competency Self-Assessment

The Leadership Self-Assessment is a professional development and planning tool designed to help you identify your strengths and areas to target for improvement. Since meaningful change is enabled through self-awareness, the self-assessment process provides a way of building the leadership duties and related competencies that leaders need to perform their roles. Leadership development and assessment is an ongoing process. Leadership duties and their related competency proficiency levels can be used to define different strengths and areas of growth as individuals progress through their careers.

To take a Leadership Competency Self-Assessment, click [HERE](#).

## Executive Assessment Tools

Select the **Executive Assessment Tools** link from the list of tabs. Select one of two assessments to use as a foundation for your development as an executive.

You can use the results of these self-assessments to help develop your EDP.

## Executive Core Qualifications

Select the **Executive Core Qualifications** link from the list of tabs. Read up on the five Executive Core Qualifications (ECQ) and consult the various guides and resources to develop your ECQs.

### Executive Core Qualifications

OPM has identified five Executive Core Qualifications (ECQ) *Leading Change, Leading People, Results Driven, Business Acumen, and Building Coalitions*.

The five ECQs were designed to assess your and other executives' experience and potential—not technical expertise. They measure whether individuals have the broad executive skills needed to succeed in a variety of [Transportation Security Executive Service \(TSES\)](#) positions—not whether they are the most superior candidate for a particular position.

To successfully perform in the TSES, you must be competent in each ECQ.

#### Why Are ECQs Important for TSA?

ECQs can be used to appraise and recognize federal executives, supporting a holistic approach for not only selecting and developing federal executives, but also for appraising, recognizing, and retaining a diverse cadre of high-performing federal executives.

With the ECQs as a framework, the federal government can maintain a balanced emphasis on strategic leadership and results and can ensure a performance management system applicable to all executive position responsibilities and performance expectations.

#### What Are the ECQs?

Definitions for these ECQs and their respective underlying competencies and proficiency levels can be found [here](#).

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### Executive Core Qualifications

Consult [this presentation](#) to review the ECQs and leadership competencies and to proactively approach your leadership development.

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### Developing Your ECQs

As you develop and grow in your ECQs and competencies, consult [this OPM guide](#) to review effective learning interventions and activities. To grow as a leader, you should assess your needs and use the recommendations in this report to establish a comprehensive leadership development plan that integrates a range of interventions most suited to you and to a specific competency.

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### SES Information

The SES is a separate personnel system in the executive branch for employees who serve in key positions just below the top Presidential appointees. These resources include information on the SES, including but not limited to coverage, size, structure, types of both positions and appointments, compensation, benefits, and performance evaluation.

You may review [this informative handout](#), [this description by OPM](#), and this [helpful webpage on USAJobs](#).

### DHS Leader Development Program

The Department of Homeland Security (DHS) established its [Leader Development Program](#) around a DHS-specific Leader Development Framework and Leader Development Competencies. Review [this Guide](#) to locate options and opportunities to support your development as a leader within TSA.

Why is the Framework Useful? [Read Answer](#)

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### Executive Development Programs

Review this collection of executive development programs recommended by TSA. You may also consult with your manager to identify programs that will help you as you prepare your IDP and discuss how the programs will support your career goals.

- Through [this program](#), you can obtain a Master of Art (MA) in Homeland Security.
- [This CHDS program](#) provides the opportunity for leaders from homeland security and public safety organizations/agencies to take relevant classes and discuss with and learn from each other.
- Through [this DOD program](#), you can attend participating universities/colleges to complete your masters' degree.
- [This National Intelligence University program](#) is intended to help prepare future leaders at DHS through offering a Bachelor of Science in Intelligence.
- Through the [Leadership Education Program \(LEP\)](#) program, TSA offers a variety of changing programs to which you can apply.
- With the [TSA Leadership Institute \(LI\)](#), senior leaders can take courses which prepare them for roles with increased levels of leadership.
- Explore the [LEAD](#) webinar series, where you can participate in 90-minute sessions tailored to build leadership skills.
- Start your [Leadership Journey](#), a suite of self-paced courses targeting TSA's Leadership Principles.

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### Additional Resources

You may find the following DHS and federal government resources helpful to:

- Review training and course options to develop yourself professionally.
  - [Government Training & Professional Development I Graduate School](#)
- Develop as a TSES employee.
  - [Senior Executive Service Candidate Development Program](#)
- Explore more about Succession Planning and ERD's role in it.
  - [Executive Resources Division - ERD - Succession Planning \(dhs.gov\)](#)
- Search job opportunities.
  - [USAJOBS - The Federal Government's official employment site](#)
- Contact the TSES training staff in Training & Development with any questions you cannot find the answers to elsewhere.
  - [TSES Training - TSESTraining@tsa.dhs.gov](mailto:TSESTraining@tsa.dhs.gov)
- Contact ERD to schedule a one-on-one appointment.
  - [ExecutiveResources@tsa.dhs.gov](mailto:ExecutiveResources@tsa.dhs.gov)

## Leadership Resources

Select the **Leadership Resources** link from the list of tabs. Review the DHS Leader Development Program, Executive Development Programs, and additional resources to see how they can help you develop as a leader.