



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

REVISION: This directive supersedes TSA MD 100.0, *TSA Roles and Responsibilities*, dated August 3, 2009.

SUMMARY OF CHANGES: Section 1, Purpose, updated to address covered officials, 4, Definitions, revised senior management official designations; Section 5, Responsibilities, revised select organizations and responsibilities throughout, including abolishment and establishment of select organizations and new or expanded responsibilities; and Section 7, Procedures, adds reference to an appendix.

1. **PURPOSE:** This directive establishes the roles and responsibilities for Senior Management Officials, as defined herein.
2. **SCOPE:** This directive applies to all TSA offices, organizations, and employees.
3. **AUTHORITIES:**
 - A. Aviation and Transportation Security Act of 2001, PL 107-71
 - B. [Department of Homeland Security \(DHS\) Delegation Number 7060.2, Delegation to the Administrator of the Transportation Security Administration](#)
4. **DEFINITIONS:** Senior Management Officials refers to the Assistant Secretary (also referred to as the Administrator), the Deputy Administrator, the Chief of Staff, the Chief Counsel, the Assistant Administrators, the Chief Administrative Officer, and the Director for Policy Coordination and Intergovernmental Affairs.
5. **RESPONSIBILITIES:**
 - A. The Deputy Administrator is responsible for:
 - (1) Serving as the chief operating officer and managing the day-to-day activities of TSA operational and management functions;
 - (2) Setting performance expectations for all Senior Management Officials and monitoring and evaluating their performance and providing input to the DHS General Counsel on the performance of the Chief Counsel;
 - (3) Serving as TSA's representative to the DHS Deputies Committee;
 - (4) Coordinating TSA operations with the Federal Aviation Administration to de-conflict and promote clear roles, responsibilities and authorities among various Federal agencies in providing Federal oversight and management of the Nation's transportation systems;

TSA MANAGEMENT DIRECTIVE No. 100.0
TSA ROLES AND RESPONSIBILITIES

- (5) Representing TSA on the Counterterrorism Advisory Board (CTAB) and other counterterrorism groups related to transportation security;
- (6) Chairing the Executive Resources Council, the Performance Review Board, and the Senior Leadership Team;
- (7) Evaluating TSA's performance, monitoring its measurement, approving full-time equivalent (FTE) allocations and approving organizational structure (including office organizational charts and tables of organization) and functional alignments for consistent approach to setting direction, shaping culture and climate, setting policies and business strategies, and recommending changes to these systems to meet agency needs and in support of DHS goals and direction; and
- (8) Developing and implementing strategies and methodologies to promote effective change management throughout TSA.

B. The Chief of Staff is responsible for:

- (1) Serving as the TSA liaison to the DHS Chiefs of Staff, and to the Chiefs of Staff to the Secretary and the Deputy Secretary;
- (2) Serving as one of TSA's liaisons to the White House and its offices on particular matters as defined by the Administrator;
- (3) Coordinating TSA actions in responding to audits performed by the Government Accountability Office (GAO) and the DHS Office of Inspector General (OIG);
- (4) Managing the Executive Secretary function and the assignment, preparation, and final disposition of official documents for concurrence, approval or signature of the Administrator and senior leadership;
- (5) Conducting special projects as requested by the Administrator; and
- (6) Providing support to the Administrator/ Deputy Administrator and Senior Management Officials as directed.

C. The Director for Policy Coordination and Intergovernmental Affairs is responsible for:

- (1) Representing TSA at National Security Staff (NSS) Interagency Policy Committee (IPC) and sub-IPC meetings, other intergovernmental working groups, and special briefings affecting transportation security policy;
- (2) Coordinating with senior DHS and DHS Component leadership on significant security policy issues and serving as the single point of contact for the coordination of TSA policies and procedures for DHS, NSS, State, Local, Tribal and Territorial (SLTT), and other stakeholders;

TSA MANAGEMENT DIRECTIVE No. 100.0
TSA ROLES AND RESPONSIBILITIES

- (3) Reviewing and ensuring processes have been followed in the rulemaking, standard security program, and Security Directive/Emergency Amendment process to ensure TSA internal consistency and awareness of significant policies by DHS Headquarters, NSS, and the interagency;
 - (4) Serving as Tribal Affairs Liaison for TSA and leading TSA's Intergovernmental Affairs (IGA) Program for interaction with the SLTT community, and developing outreach with the SLTT community to further awareness of TSA mission and programs;
 - (5) Representing TSA as the Goal Leader for TSA's High-Priority Performance Goals (HPPG) by overseeing TSA responses and representing TSA at performance measures reviews conducted by the DHS Under Secretary for Management and the OMB Associate Director of Performance and Personnel Management;
 - (6) Providing advice and guidance to the Administrator and Deputy Administrator on TSA's legislative initiatives and reviewing TSA reports to Congress; and
 - (7) Coordinating other special projects as assigned by the Deputy Administrator.
- D. The Chief Counsel, who is the senior legal advisor to the Administrator/Deputy Administrator and who reports to the DHS General Counsel, is responsible for:
- (1) Serving as the principal legal advisor to the Administrator and other TSA and DHS officials;
 - (2) Delivering mission-focused legal services to all TSA organizational areas and operational components, including but not limited to Senior Management Officials, Federal Security Directors (FSDs) and the Federal Air Marshal Service (FAMS);
 - (3) Providing legal support to TSA's comprehensive civil enforcement program, which identifies and penalizes regulatory violations by passengers, common carriers, airports, and indirect air carriers, including initiating and assessing civil penalties and referring civil penalty cases to the Attorney General of the United States for prosecution, as needed;
 - (4) Overseeing the agency-wide ethics and employee financial disclosure requirements; and
 - (5) Working with senior officials to execute TSA's extensive regulatory program at all stages of regulatory development and implementation, and defending the agency in any administrative or Federal court proceedings, including contract, tort, regulatory and personnel litigation.
- E. The Assistant Administrator for Acquisition/Chief Procurement Officer is responsible for:
- (1) Serving as the principal advisor to the Administrator and other TSA and DHS officials on matters relating to the acquisition of and contracting for supplies and services, financial assistance, and other business agreements;

TSA MANAGEMENT DIRECTIVE No. 100.0
TSA ROLES AND RESPONSIBILITIES

- (2) Serving as the DHS-appointed Head of the Contracting Activity (HCA) overseeing the direct management of the entire acquisition function within TSA;
- (3) Providing mission-focused acquisition and contract services to support the TSA mission;
- (4) Overseeing the training and certification of the TSA Acquisition Workforce (Contracting Officers, Program Managers, Contracting Officer Technical Representatives (COTRs) and other acquisition career fields), in accordance with DHS policies and programs;
- (5) Serving as TSA's representative on the DHS HCA Council, establishing a Departmental acquisition strategic plan, and setting priorities for the acquisition function; and
- (6) Managing the TSA Acquisition Review Board.

F. The Assistant Administrator for Civil Rights and Liberties, Ombudsman and Traveler Engagement is responsible for:

- (1) Serving as the principal advisor to the Administrator on all matters involving civil rights, civil liberties, equal opportunity and diversity precepts;
- (2) Coordinating advocacy groups to enable an exchange of information;
- (3) Providing independent, informal, and confidential conflict and problem resolution assistance to employees, managers, and the public for issues involving TSA policies and personnel; and
- (4) Ensuring that employees and the traveling public are treated in a fair and lawful manner consistent with Federal laws and regulations governing privacy, information sharing, redress, civil rights and civil liberties.

G. The Assistant Administrator for Finance and Administration/Chief Financial Officer is responsible for:

- (1) Serving as the principal advisor to the Administrator and other TSA and DHS officials on matters relating to TSA financial resources;
- (2) Overseeing the financial integrity, formulation, execution, and analysis of TSA's annual budget;
- (3) Serving as the principal liaison to OMB and the Congressional Appropriations Committees on all matters related to TSA's budget;
- (4) Maintaining an integrated agency-wide financial accounting system;
- (5) Managing and leading the TSA Annual Financial Statement Audit activity and coordinating with organizations throughout TSA to support the audit and to achieve favorable audits results for the organization;

TSA MANAGEMENT DIRECTIVE No. 100.0
TSA ROLES AND RESPONSIBILITIES

- (6) Serving as TSA's representative on the DHS Management Council and aligning TSA programs and initiatives with Departmental goals and priorities;
- (7) Managing through the Chief Administrative Officer (CAO) the agency-wide directives and forms management programs;
- (8) Managing through the CAO the agency-wide records management program;
- (9) Managing all functions and responsibilities for TSA related to the imposition, collection and compliance of security fees;
- (10) Overseeing through the CAO the agency-wide occupational safety and health program;
- (11) Overseeing through the CAO the agency-wide environmental management program, which includes energy and hazardous materials management, and waste prevention and recycling;
- (12) Managing through the CAO the agency-wide personal property program;
- (13) Managing through the CAO the agency-wide fleet and transportation program, which includes transit benefits;
- (14) Providing through the CAO the building management, facilities and real estate services support for all TSA work space locations;
- (15) Managing through the CAO the direct real property acquisition and policies related to issuance of real property warrants; and
- (16) Serving as the Chairperson for the TSA Management Control Council and maintaining a management control system that meets the requirements of the Federal Managers' Financial Integrity Act (FMFIA), OMB and DHS regulations, including preparing TSA's annual Statement of Assurance for submission to the DHS Secretary.

H. The Assistant Administrator for Global Strategies is responsible for:

- (1) Serving as the principal advisor to the Administrator and other TSA and DHS officials on matters relating to international transportation security;
- (2) Serving as TSA's lead for coordination of all international operations and coordination of policy with foreign government partners, the Department of State, and transnational organizations;
- (3) Developing and implementing strategies to achieve foreign government, intergovernmental organizations and agencies adoption of enhanced transportation security measures that further the agency's mission of protecting the Nation's transportation network;
- (4) Carrying out the Foreign Airport Assessment, Foreign Air Carrier, Capacity Development, TSA Representative, Foreign Repair Stations, and Foreign Flight Training Provider Programs;

- (5) Fostering international understanding of the methods and impact of transportation security to promote effectiveness and harmonization; and
 - (6) Serving as the principal liaison between TSA and foreign government, international organizations and agency stakeholders and coordinating the international initiatives of TSA.
- I. The Assistant Administrator for Human Capital/Chief Human Capital Officer is responsible for:
- (1) Serving as the principal advisor to the Administrator and other TSA and DHS officials on matters related to human capital, with the exception of training;
 - (2) Providing human-capital strategies and services to build, develop, and sustain a high-performing TSA workforce to protect the Nation's transportation systems;
 - (3) Serving as TSA's representative on the DHS Chief Human Capital Officer's councils and working groups, and aligning TSA programs and initiatives with Departmental goals and priorities;
 - (4) Developing the human capital policy agenda, establishing priorities, monitoring progress, and coordinating and evaluating results related to all policy development for senior leadership approval;
 - (5) Developing and implementing survey systems and professionally validated assessment systems associated with increasing TSA's organizational effectiveness by improving person-job fit, and measuring and contributing to overall workforce job satisfaction and retention;
 - (6) Developing and implementing professionally validated candidate assessment instruments to be used for selection systems, including structured interviews and training demonstrations, and TSA's pay-for-performance system "PASS" (e.g., image assessments) and training (e.g., job knowledge tests);
 - (7) Ensuring sound and consistent position management principles are in place throughout the agency, which includes spans-of-control and supervisory-to-employee ratios;
 - (8) Managing the official Organization Charts for TSA;
 - (9) Serving as final authority for workforce reduction or restructuring, including but not limited to airport closures, program office redesigns, and directed reassignments;
 - (10) Providing effective programs for recruitment, staffing and retention, employee development, performance management, labor relations, personnel actions processing, workforce and succession planning, benefits and work life quality, and onboarding and offboarding of employees;
 - (11) Fostering the national and local design and implementation of the Integrated Conflict Management System (ICMS) to help foster optimal communication, information sharing,

cooperative problem solving, effective management of conflict and fairness, and inclusion and transparency in agency practices and processes;

- (12) Managing the Peer Review, Grievance, and other resolution mechanisms for employee issues and concerns; and
- (13) Providing effective medical review programs to include the workers' compensation medical case management, reasonable accommodation, drug and alcohol free workplace, employee assistance, and work life and wellness.

J. The Assistant Administrator for Information Technology/Chief Information Officer is responsible for:

- (1) Providing the vision and leadership for developing and implementing TSA's information technology (IT) strategic plan and initiatives;
- (2) Developing, coordinating, implementing, and managing central policies and procedures for all of TSA's IT requirements;
- (3) Consolidating TSA IT services to promote a clear system of accountability for TSA's IT functions;
- (4) Managing and overseeing effective security architecture that protects TSA's information systems and networks from internal and external threats;
- (5) Ensuring compliance with applicable laws, rules and regulations, including the Government Performance and Results Act of 1993, the Clinger-Cohen Act, OMB Circular A-130 ("Management of Federal Information Resources"), and the Federal Information Security Management Act (FISMA); and
- (6) Serving as TSA's representative to the DHS Chief Information Officer Council to collaborate on Departmental IT strategies, initiatives, goals, and priorities.

K. The Assistant Administrator for Inspection is responsible for:

- (1) Responding to, and investigating where appropriate, reports of incidents involving criminal and administrative employee misconduct (to include misconduct by management personnel) and violations of program requirements;
- (2) Conducting covert security tests at all modes of transportation to assess TSA security systems and determine if vulnerabilities exist; and
- (3) Conducting independent inspections, reviews and audits of operational and administrative procedures and policies, and reviewing TSA operations and programs for reliability and integrity of information and the safeguarding of assets.

L. The Assistant Administrator for Intelligence and Analysis is responsible for:

TSA MANAGEMENT DIRECTIVE No. 100.0
TSA ROLES AND RESPONSIBILITIES

- (1) Serving as the senior intelligence officer for TSA and as the intelligence advisor to the Administrator;
- (2) Acquiring, analyzing, and assessing intelligence information regarding threats to all modes of transportation;
- (3) Disseminating intelligence information and products, as appropriate, to officials in Government and industry with transportation security responsibilities;
- (4) Designing, developing, implementing and operating risk-based approaches, processes and systems for vetting operations at TSA and DHS;
- (5) Determining, by analysis of information provided by national intelligence and other agencies, that individuals engaged in or with access to various aspects of the U.S. Transportation systems or DHS-determined infrastructure do not pose a threat to national security or transportation security; and
- (6) Notifying and coordinating with the Office of Law Enforcement/Federal Air Marshal Service (OLE/FAMS) and key liaison contact agencies and officials, as appropriate, to mitigate the national security threat posed by identified individuals.

M. The Assistant Administrator for Law Enforcement/Director of the Federal Air Marshal Service is responsible for:

- (1) Managing the Federal Air Marshals (FAMs) in support of TSA's transportation security mission, including managing the operations and administration of personnel throughout OLE/FAMS;
- (2) Managing the Federal Flight Deck Officers Program, Armed Security Officers Program, Law Enforcement Officers Flying Armed Program, and Crew Member Self-Defense Training Program;
- (3) Operating the Transportation Security Operations Center (TSOC), providing TSA with complete situational awareness and incident management on matters dealing with the Nation's transportation infrastructure, and developing integrated operations and contingency plans, i.e., Continuity of Operations Program (COOP);
- (4) Establishing and managing the Joint Coordination Center (JCC) and ensuring the TSOC provides assistance to Visible Intermodal Prevention and Response (VIPR) Program operations and the JCC;
- (5) Managing the procurement and training of canines for the National Explosives and Canine Detection Team Program;
- (6) Providing airport security assessments, including but not limited to conducting joint vulnerability assessments, physical vulnerability assessments, and Man-portable Air Defense System (MANPADS) assessments, domestically and in foreign nations;

TSA MANAGEMENT DIRECTIVE No. 100.0
TSA ROLES AND RESPONSIBILITIES

- (7) Developing, implementing and maintaining physical, personnel and information security policies and training regarding TSA facilities and personnel which includes setting standards for facility access control, determining the suitability and security clearance eligibility of TSA's workforce and its contractors, and ensuring the safeguarding of operational, sensitive and classified information through the Operations Security (OPSEC), Sensitive Security Information (SSI), and Information Security (INFOSEC) programs;
- (8) Serving as the law enforcement liaison and point of contact for all transportation law enforcement issues, including but not limited to all international, Federal, State, Local and Tribal law enforcement organizations, as well as stakeholders, and serving as the TSA representative on Federal Bureau of Investigation Joint Terrorism Task Forces;
- (9) Implementing and operating risk-based approaches and systems for adjudicating vetting and credentialing applications and credentials at TSA and DHS;
- (10) Managing the VIPR Program in coordination with the Office of Security Operations;
- (11) Determining by analysis of information provided by the Intelligence Community, law enforcement, immigration and other agencies, that individuals engaged in or with access to various aspects of the U.S. Transportation systems or DHS-determined infrastructure do not pose a threat to national or transportation security;
- (12) Coordinating the seizure and/or suspension/revocation of credentials by individuals determined to be a threat to national or transportation security;
- (13) Notifying and coordinating with the Office of Intelligence and Analysis and law enforcement agencies, as well as immigration and other agencies and officials, as appropriate, to mitigate the terrorism, criminal and/or immigration threats posed by identified individuals; and
- (14) Conducting investigations involving non-TSA employees that may be subject to criminal or civil penalties for violations of law, regulation or directives in conjunction with securing the nation's transportation system.

N. The Assistant Administrator for Legislative Affairs is responsible for:

- (1) Developing and implementing strategies within the agency to achieve congressional approval or authorization of the agency's programs and policies that further the agency's mission of protecting the Nation's transportation network;
- (2) Advising the Administrator on Congressional interests; and
- (3) Acting as the principal liaison between the agency and Congress, with the primary responsibility of providing timely and accurate information about the agency, its programs and its policies.

O. The Assistant Administrator for Professional Responsibility is responsible for:

- (1) Adjudicating allegations of misconduct involving senior-level and law enforcement employees and all allegations of misconduct investigated by the DHS OIG, regardless of the position of the employee involved;
- (2) Providing oversight of all disciplinary actions for TSA employees by monitoring the application of the Table of Offenses and Penalties to ensure consistency; and
- (3) Adjudicating all appeals of adverse actions taken against Transportation Security Officers (TSOs).

P. The Assistant Administrator for Public Affairs/Public Affairs Officer is responsible for:

- (1) Providing full and appropriate information to the media and general public concerning the policies and security measures TSA implements;
- (2) Advising the Administrator on media strategy development;
- (3) Providing input to employee communications and maintaining TSA's external website; and
- (4) Fostering broad public understanding of the methods and impact of transportation security to promote security effectiveness and customer service.

Q. The Assistant Administrator for Security Capabilities/Chief Technology Officer is responsible for:

- (1) Serving as the principal advisor to the Administrator and other TSA officials on matters relating to security technology as used in all modes of transportation, investing in technology that support risk-based security (RBS), and conducting all test and evaluation activities to support technology and capability acquisition and deployment efforts;
- (2) Implementing airport operational improvement capabilities, deploying to and maintaining aviation screening equipment for field operations throughout the United States, and identifying and developing transportation security technology standards and requirements for non-aviation modes of transportation;
- (3) Developing a risk framework that improves analysis of mission requirements and related gaps and needed capabilities, supporting the expansion of intelligence-driven and risk-based capabilities, and building next-generation detection and awareness capabilities, ensuring TSA's security technology and standards are structured to support TSA's overall mission, vision, goals and strategic objectives;
- (4) Providing the capacity to detect, deter, and assess explosives threats to the transportation infrastructure, providing key technical resources to all TSA elements for crisis response and consequence management, including conducting explosives threat analyses, providing support to FAMs teams and aircraft in flight, and testing and evaluating explosives-related issues;

- (5) Providing chemical, biological, nuclear, radiological, improvised explosive device, and explosive security subject matter expertise to senior leadership and throughout TSA;
- (6) Managing the TSA Explosives Program; and
- (7) Maintaining a rapid deployment capability to support the National Transportation Safety Board and the Federal Bureau of Investigation Explosives Unit.

R. The Assistant Administrator for Security Operations is responsible for:

- (1) Managing the security operations and administrative procedures for all commercial airports, including the management of all TSOs, Behavior Detection Officers, inspectors and other resources;
- (2) Conducting the day-to-day screening of passengers, baggage, and cargo transiting the U.S. transportation system to prevent the entry of individuals who pose a threat to security as well as dangerous, prohibited items;
- (3) Overseeing compliance by transportation industry entities with a broad range of statutory, regulatory, and program security requirements through inspection of operations and facilities;
- (4) Serving as the senior TSA manager and the primary point of coordination for transportation security in all modes, with the exception of maritime transportation;
- (5) Enforcing TSA's transportation security related regulations, orders, and requirements;
- (6) Authoring and coordinating procedures and documents relating to FSD and field operations;
- (7) Approving and amending individual Airport Security Programs (ASP) and ensuring that the ASP complies with the applicable guidance and national policy regarding an FSD's role and authority for day-to-day airport security incidents, coordination of air piracy security responses, law enforcement responses to security incidents in coordination with FAMS Supervisory Air Marshals in Charge, and transportation security planning;
- (8) Managing all aspects of the TSO workforce, with the exception of training;
- (9) Managing Other Transactional Agreements (OTAs) and canine team allocations/assignments for the National Explosives and Canine Detection Team Program;
- (10) Coordinating security initiatives for all transportation modes, including planning and executing aviation and other modal surge activities and pilot security programs;
- (11) Conducting crisis action planning and management for national security special events; and
- (12) Ensuring that private screening officers maintain the standards for safety and security established for TSOs.

- S. The Assistant Administrator for Security Policy and Industry Engagement is responsible for:
- (1) Administering the formulation and delivery of transportation security policies, conducting and overseeing engagement and outreach with domestic transportation industry operators, industry associations, overseeing the issuance of regulations, economic evaluations, and rulemaking, developing national transportation security plans, and executing full business life cycle industry operator program management support activities to support transportation worker vetting operations;
 - (2) Managing the process for development of transportation security policy, all standard security programs and associated amendments, security directives (SDs), and emergency amendments (EAs);
 - (3) Driving collaborative security policy and strategy development across TSA and industry capability readiness;
 - (4) Authoring and coordinating SDs, EAs, orders, all standard security programs, and pilot security programs;
 - (5) Formulating, implementing and managing risk-based policies, regulations and programs for vetting and credentialing operations at TSA and DHS; and
 - (6) Interacting with and maintaining credentialing and endorsement program operations that provide secure identification of individuals determined not to be a threat to national security, transportation security, or DHS-determined infrastructure.
- T. The Assistant Administrator for Training and Workforce Engagement/Chief Learning Officer is responsible for:
- (1) Serving as the business leader for learning, employee development, and workforce engagement for TSA and for training and education programs and initiatives provided to stakeholders, industry partners and the international community that support TSA's security mission;
 - (2) Designing and developing all training, learning, and employee formal development programs;
 - (3) Planning and prioritizing delivery of training, employee development and workforce engagement programs to support TSA's strategic goals, and to maximize mission accomplishment;
 - (4) Ensuring collaboration and alignment, and overseeing the design, development, and implementation of agency training and workforce engagement initiatives required to execute the agency's risk-based approach to security across all transportation modes and through select industry and international partners;

- (5) Managing and facilitating the workforce engagement initiatives, including but not limited to, the TSA Idea Factory, coordination and support for the national level advisory councils, and such other vehicles of employee involvement as senior leadership may direct;
- (6) Leveraging industry and international partners, critical for building security capacity and resiliency across the transportation domain, to include reviewing and approving all external TSA provided training and capacity development programs; and
- (7) Managing and facilitating the National Advisory Council (NAC) and such other vehicles of employee involvement as senior leadership may direct.

6. POLICY

- A. Senior Management Officials are hereby delegated the authority to carry out the roles and responsibilities assigned by this directive. This directive does not revoke or supersede any other delegation of authority (DOA) or responsibility.
- B. Senior Management Officials will promulgate directives establishing roles and responsibilities applicable to the offices they supervise consistent with the delegated authorities outlined in this directive and other applicable DOAs.
- C. The Administrator will assign additional roles and responsibilities or modify existing roles and responsibilities as required.
- D. All roles and responsibilities assigned and delegations made are subject to applicable Federal law and regulation. Where conflicts arise, Federal law and regulation will be observed.
- E. Conflicts among delegated roles will be raised to the Deputy Administrator for resolution.

7. PROCEDURES

- A. Significant changes in roles or responsibilities—whether through organizational restructuring, task realignment or other cause—shall be promptly brought to the attention of the CAO by those affected.
- B. The CAO will promptly effect any changes to this directive after coordination with the Senior Management Officials affected, in accordance with [TSA MD 200.1, *Directives Management Program*](#).
- C. Reference Appendix, Organization and Leadership, for approved titles and acronyms for the major organizational elements headed by Senior Management Officials.

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

APPROVAL

Signed

May 21, 2012

John Pistole
Administrator

Date

EFFECTIVE

Date

Distribution: Senior Management Officials and Business Management Office Directors
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APPENDIX

Organization and Leadership

<i>Organization</i>	<i>Acronym</i>	<i>Leadership Official</i>
Office of the Administrator (includes Office of the Deputy Administrator)	ADM (also ODA)	Administrator (also Deputy Administrator)
Office of Policy Coordination and Intergovernmental Affairs	OPC	Director for Policy Coordination and Intergovernmental Affairs
Office of the Chief of Staff	COS	Chief of Staff
Office of the Chief Counsel	OCC	Chief Counsel
Office of Acquisition	ACQ	Assistant Administrator for Acquisition/Chief Procurement Officer (CPO)
Office of Civil Rights and Liberties, Ombudsman and Traveler Engagement	CRLOTE or CRL/OTE	Assistant Administrator for Civil Rights and Liberties, Ombudsman and Traveler Engagement
Office of Finance and Administration	OFA	Assistant Administrator for Finance and Administration/Chief Financial Officer (CFO)
Office of the Chief Administrative Officer	OCAO	Deputy Assistant Administrator for Finance and Administration/Chief Administrative Officer (CAO)
Office of Global Strategies	OGS	Assistant Administrator for Global Strategies
Office of Human Capital	OHC	Assistant Administrator for Human Capital/Chief Human Capital Officer (CHCO)
Office of Information Technology	OIT	Assistant Administrator for Information Technology/Chief Information Officer (CIO)
Office of Inspection	OOI	Assistant Administrator for Inspection
Office of Intelligence and Analysis	OIA	Assistant Administrator for Intelligence and Analysis
Office of Law Enforcement/Federal Air Marshal Service	OLE or OLE/FAMS	Assistant Administrator for Law Enforcement/Director of Federal Air Marshal Service
Office of Legislative Affairs	OLA	Assistant Administrator for Legislative Affairs
Office of Professional Responsibility	OPR	Assistant Administrator for Professional Responsibility
Office of Public Affairs	OPA	Assistant Administrator for Public Affairs/Public Affairs Officer (PAO)
Office of Security Capabilities	OSC	Assistant Administrator for Security Capabilities/Chief Technology Officer (CTO)
Office of Security Operations	OSO	Assistant Administrator for Security Operations
Office of Security Policy and Industry Engagement	OSPIE or SPIE	Assistant Administrator for Security Policy and Industry Engagement
Office of Training and Workforce Engagement	TWE	Assistant Administrator for Training and Workforce Engagement/Chief Learning Officer (CLO)