

# **UPDATING THE PERSONNEL SELECTION SYSTEM FOR BEHAVIOR DETECTION OFFICERS**

## **JOB/TASK ANALYSIS REPORT VOLUME II: APPENDICES**

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## Appendix A: Pre – Site Visit Telephone Interview Information

A-1

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## PRE – SITE VISIT SME TELEPHONE INTERVIEW INFORMATION

The information below about the pre-site visit telephone interviews was provided to invited SMEs by TSA.

### Background and Purpose

The Transportation Security Administration (TSA) has solicited the help of the American Institutes for Research (AIR) to conduct a Behavior Detection Officer (BDO)-related research study. The purpose of the study is to gain an understanding of how the work performed by BDOs has expanded and evolved over time, and to generate a comprehensive list of competencies required to perform successfully on the job. Your assistance is requested to help facilitate this process by participating in structured interviews as a subject matter expert (SME) regarding the work performed by BDOs.

### Requirements

If you agree to participate, a research scientist from AIR will contact you by telephone to schedule an interview. Structured interviews will be conducted over the telephone and will last no more than one hour. You will be asked a variety of questions about BDO job responsibilities, requirements for successful BDO performance, and TSA processes for recruiting, selecting, and training BDOs. The following are a few example questions for each of these topic areas.

- **BDO Job Responsibilities**
  - What are some of the important tasks or responsibilities for BDOs?
  - Have there been any new job tasks recently added to the BDO role? If so, what are they?
  - Which BDO job tasks or duties are specifically related to teamwork?
- **Requirements for successful BDO performance**
  - What knowledge, skills, and abilities (i.e., competencies) must a BDO possess to effectively perform the job?
  - What KSAOs/competencies are specifically required for the casual conversation?
- **BDO selection, training, and performance management**
  - Do you have any suggestions for improving BDO training? If so, what are they?
  - Do you have any suggestions for improving the BDO hiring process? If so, what are they?

### Use of Information

The information gathered during the structured interviews will serve as a starting point from which to review BDO training and hiring processes. For example, some changes to existing BDO training courses may be warranted, or additional training courses may be needed. The information gathered from the interviews and other data collection methods will help determine these needs.

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## Appendix B: Pre - Site Visit Semi - Structured Interview Protocol

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## PRE - SITE VISIT SEMI - STRUCTURED INTERVIEW PROTOCOL

Date	
Time	
Interviewer	
Interviewee	
Work Role	

### Overview

- Who you are
- Where you are from
- Purpose of the Interview

My name is *[insert your name]*. I am a *[insert job title]* at the American Institutes for Research or AIR. AIR is a not-for-profit research organization that employs behavioral scientists to provide consulting services for our clients. We are currently working on several projects with DHS. The project we will be working on today is about understanding the type of work that Behavior Detection Officers (BDOs) perform.

Essentially, we are examining the BDO job and hiring process. This is a follow-up to work that was done previously with respect to TSA Officers in general. Specifically, we want to see if there have been changes in the BDO job and to isolate important differences, if they exist, between the BDO and other TSA Officer roles. This information will be used to support BDO training initiatives. For example, some changes to existing BDO training courses may be warranted, or additional training courses may be needed.

As a start, we are conducting a job analysis. A job analysis is a way to learn how work is performed directly from job experts. For example, we want to understand the characteristics of the work, the characteristics of the worker, and the tools and equipment used on the job.

You are a Subject Matter Expert (SME) who can help us understand the job. Your participation is critical and completely confidential. Your comments will be combined with those of other SMEs and reported as group data only such that individual responses cannot be identified. Nonetheless, your contributions are invaluable because only through participation of people like you can we get an accurate picture of the BDO job.

Do you have any questions before get started?

*Allow for and answer questions.*

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## Demographic Questions

Let me begin by asking you some questions regarding your work experience.

1. What is your position?
2. How long have you been employed in this position?
3. How long have you worked for TSA?
4. Have you worked as a BDO? If so, how long ago?
5. Can you provide a quick overview of the type of work you do?

*The following questions may not be asked of all SMEs. Prioritize the questions you ask based on the experience of the individual you are interviewing. For example, ensure you cover the questions related to training when you are talking to an Instructor. Before each site visit check with the Project Task Leader to find out the interview topics that should receive the highest priority.*

## Tasks

Thank you for the overview. I would now like to talk to you about the tasks completed in BDO work.

6. What are some of the important tasks or responsibilities for the BDOs?

*Probes:*

- a. How are these tasks accomplished?
- b. Why are these tasks performed?
- c. What is the desired outcome of these tasks?

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7. Are there tasks that BDOs must perform that are not outlined in the SPOT SOP requirements? If so, what are they?

*Probes:*

- a. Job descriptions sometimes list a general statement like “performs additional tasks as needed.” What would those be for a BDO?
- b. To what extent do BDOs perform general passenger/baggage screening duties?
- c. Do BDOs have rotating functions between the technical tracks (e.g., bomb appraisal)?

8. Have there been any new job tasks recently added to the BDO role? If so, what are they?

9. Which BDO job tasks or duties are specifically related to teamwork?

*Probes:*

- a. Do all BDOs work in pairs/teams?
- b. How do BDOs promote teamwork?

10. Which BDO job tasks are more challenging because of the conditions in which they are performed? Why? [*Probe for fatigue issues and strategies for dealing with these issues.*]

*Probes:*

- a. Which job tasks are the most taxing? Why?
- b. What strategies do BDOs use to deal with these challenges?

11. What is the purpose of the SPOT SOP? Are BDOs responsible for reading/knowing the SOP?

12. How is a typical day structured for a BDO? [*Probe for information concerning time on position, number of breaks, whether the structure varies across shifts or facilities.*]

13. Are there any tools or specific materials used to perform the BDO job? For example, do BDOs need to use computers?

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14. Do the tasks or duties assigned to BDOs differ based on the characteristics of the airport such as size and/or number of passengers who pass through?

*Probes:*

- a. Are there more tasks or duties for BDOs at smaller airports than at larger airports or vice versa?
- b. Are there tasks or duties that are unique to BDOs at smaller airports? What about at larger airports?
- c. *(If more tasks/duties or unique tasks/duties)* Are these additional (or unique) tasks [or duties] accurately reflected in the BDO job description? Are BDOs trained for these additional (or unique) job tasks [duties]? Are these additional (or unique) job tasks [duties] accurately reflected on performance reviews?
- d. Are there any unique tools or materials that BDOs need to complete these additional [unique] tasks [duties]?

## Requirements for Successful Performance

Now that we have talked about the characteristics of the work, I would like to talk about the characteristics of the worker. Specifically, I'd like to focus on what BDOs need to possess in order to be successful.

15. What knowledge, skills, abilities, or other characteristics (KSAOs), or competencies, must a BDO possess to effectively perform the job?  
*(Refer to the Job Analysis Definitions and Examples. Remember that it is more important to get a list of KSAO requirements rather than for interviewees to know the difference between a knowledge or skill.)*
16. Does this list of KSAOs/competencies differ depending on the location, time of day, volume of travelers, or other factors? Is so, can you please explain?
17. What KSAOs/competencies are specifically required for the casual conversation?  
*Probes:*
- a. What makes someone effective at the casual conversation?
  - b. What makes someone ineffective at the casual conversation?
18. In your opinion, what types of KSAOs/competencies are important to possess upon entry as a BDO (i.e., on "Day 1")?
- Do these entry-level KSAOs/competencies depend on location, time of day, volume, or other related factors?

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19. What KSAOs/competencies must be learned during the first year of employment as a BDO?
20. What types of education and experience are *needed* (required) upon entry as a BDO?
21. What types of education and experience would be *helpful* upon entry as a BDO?
22. Do you anticipate future changes in the job that will necessitate different KSAOs/competencies? If yes, what are these changes and the needed competencies?

## BDO Selection, Training, and Performance Management

So far we have discussed the specifics of the job itself and what it takes for workers to do the BDO work. Now I want to ask you about how BDOs are currently selected and trained.

23. What is the current approach to hiring BDOs?  
*Probes:*
  - a. How are BDOs currently selected?
  - b. What measures are used in the selection system?
  - c. Are there minimum qualifications someone must have before being considered? For example, is there a minimum level of experience or education needed?
24. What parts of the selection system do you think are most effective? Why?
25. What do you think could be improved in the current selection system? Why?

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26. How are BDOs currently trained?

*Probes:*

- a. Who conducts the training?
- b. Who creates the training?
- c. When is training administered?
- d. How long does training last?
- e. How many courses do BDOs take?
- f. Does the BDO training program provide suggested strategies for dealing with job tasks that may be mentally taxing (e.g., “walking the line”)?
- g. Do you have any suggestions for how training could be expanded or improved?

27. Can you describe when BDOs are assigned to a specific airport? That is, when is the airport assignment decision made?

*Probes:*

- a. Is this decision made prior to beginning the initial SPOT training course?
- b. Are there differences between facilities regarding when a BDO is assigned to a specific airport? Are there differences by region regarding when a BDO is assigned to a specific airport?
- c. Do BDOs have any input in the airport assignment process? Can BDOs choose where they will be assigned or make any other related requests?

28. How are BDOs assigned to a specific shift? For example, are BDOs first staffed on shifts that have low passenger throughput? Are work schedules fixed or rotated?

29. Can you describe the concepts of Evolution, ENGAGE, and COACH<sup>1</sup> as they relate to the BDO position?

30. How are these incorporated into the BDO training? Are there differences in the job tasks or requirements across locations that would lead you to believe selection and/or training should vary?

31. Are there differences in the hiring or training procedures that currently exist across locations?

32. Are there differences between the BDO job and other TSA jobs that would lead you to believe their selection and/or training needs to be separate?

<sup>1</sup> Note to AIR Interviewers: Evolution, ENGAGE, and COACH are recent training concepts.

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33. Can you describe any differences in the hiring or training procedures that currently exist for BDOs versus other TSA positions?
34. How is BDO performance currently assessed?  
*Probes:*
- What methods are used to measure BDO performance?
  - What dimensions are measured when assessing performance?
  - How should BDO performance be measured, in your opinion?
35. What is the career progression for BDOs?  
*Probes:*
- What is the step before becoming a BDO?
  - Are there different levels within the BDO job?
  - Are there promotion opportunities?
  - What is the lowest BDO level?
  - What is the highest BDO level?
36. Does TSA use any job titles other than “Behavior Detection Officer” to describe this role?
37. What is the difference between MTSO (Master) and ETSO (Expert) in the BDO technical track?
38. How does the BDO role and career progression differ from other technical track jobs (e.g., bomb appraisal)?
39. What are the acceptable paths to becoming a
- BDO?
  - MTSO-BDO?
  - ETSO-BDO?
  - TSM-BDO?
40. At what level do BDOs begin to supervise other BDOs?
- How many BDOs does a supervisor manage?

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## Closing

That concludes my interview questions.

- Do you have any comments or questions?
  
- Are there things you think that are important that we have not talked about?

*Hand out business card.*

If you think of any questions or comments in the next day or two that you think are relevant, please feel free to call or email me.

Thank you again for your time today—without the contribution of experts like you, we wouldn't be able to complete this important work.

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## Appendix C: Pre - Site Visit Information

C-1

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## PRE – SITE VISIT INFORMATION

The information below about the job/task analysis site visits was provided to airport points-of-contact by TSA.

### Summary

The Transportation Security Administration (TSA) has selected your airport as one of six potential data collection locations to conduct a Behavior Detection Officer (BDO)-related research study. The purpose of the study is to gain an understanding of how the work performed by BDOs has expanded and evolved over time, and to generate a comprehensive list of competencies required to perform successfully on the job. Your assistance is requested to help facilitate this process by sponsoring volunteer employees at your airport to participate and by providing meeting space for the study's research team.

### Background

TSA implemented the Screening of Passengers by Observation Techniques (SPOT) program in June 2003 to identify high-risk passengers and augment airport security. Since the program's inception, the roles and responsibilities of BDOs have continued to expand over time. By way of example, BDOs now "walk the line", observe individuals outside the security checkpoint, and use applied behavior detection methods. This task analysis will provide an important update of the tasks and competencies required of BDOs. Once completed, the analysis will serve as the foundation from which to review BDO training and hiring processes.

### Requirements

The Study Team will be conducting three-day site visits at each participating airport location. During the visit the Team will conduct focus groups and structured interviews with subject matter experts (i.e., BDOs, Trainers, Managers/Supervisors) and will observe BDOs while they perform their job.

Participating airports are asked to:

- Provide six (6) to (12) volunteer BDOs from their airport to participate in a focus group. Volunteers should be allowed to participate for approximately four (4) hours during their regular paid work time. If necessary the Study Team can conduct more than one focus group during the site visit to minimize the impact on operations.
- Provide two (2) to six (6) subject matter experts (e.g., BDO Managers/Supervisors, Trainers) from their airport to participate in a structured interview. Each interviewee will meet with an interviewer for 30 to 60 minutes.
- Provide two meeting spaces for up to three days: (a) a conference room with seating up to 14 persons, and (b) a small office space (with a door for privacy) with seating up to 3 persons.

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In addition, the Study Team will coordinate with a representative from each participating airport to determine the best way to conduct the job observation activities without adversely affecting operations.

Note that airport and employee participation is voluntary; airports and employees may participate or not without penalty.

**Next Steps**

If you agree to participate in this Study, please contact Cheryl Hendrickson directly (see below for contact information) and cc: me or let me know by telephone or e-mail. Cheryl will discuss the details of your participation and coordinate with you to develop a schedule for the site visit.

C-3

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## Appendix D: Pre - Site Visit Coordination Protocol

D-1

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## SITE VISIT PREP SHEET

<b>Site</b>	
<b>POC</b>	
<b>AIR Planner</b>	
<b>Date of Discussion</b>	

### Selecting Dates

1. Do any of the following dates work for <your Airport>?

*(Provide available dates in October and November 2010)*

2. Which day(s) of the week are most convenient for you? We are anticipating being on-site two to three days.

### Planning Site Activities

#### Focus Groups

3. We would like to conduct a 4 hour focus group with 6-12 BDOs.
- Will this be possible at your location? [If not, two focus groups of 2 hours in length.]
  - Which day (and time of day) would be best for this activity?
  - Do you have a conference room that could seat up to 12 individuals?

*Note: Important not to have BDO Managers or Supervisors in the focus group, potential to shut down discussion.*

D-2

### Structured Interviews

4. We would like to conduct 2 to 6 interviews with BDO Managers/Supervisors, Trainers, and anyone else you believe it would be important to talk with us. These interviews would be no more than 60 minutes in length.
  - a. Are there individuals like these we could talk to during the site visit?
  - b. Is it possible to get a list of individuals scheduled? [We are available whenever they are available.]
  - c. Is there a private room or office we could use to conduct these interviews?
  - d. Could we get a schedule in advance of our arrival?

### Job Observation

5. We would also like to observe BDOs performing their jobs, and would like to observe at different checkpoints, on different shifts, etc.
  - a. Would this be possible at your location?
  - b. How should we go about this activity to ensure we minimize disruption to operations?

### Other Information

6. Some locations have indicated that they have training curriculum and other information they would like to share with us when we arrive. We are interested in learning any “best practices” that locations are using with respect to training and performance management and the like. Please let me know if you have any information you would like to share in this regard.

### Travel Logistics

7. We may be traveling to some smaller airports within driving distance from your airport. Do you have any recommendations/thoughts with respect to the following airports? *[See list.]*
8. We would like to stay in a hotel near the airport. Do you have any hotel recommendations?
9. Is there any other information I should know about before the site visit?

*[Thank you for your time.]*

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## Appendix E: BDO Job/Task Analysis Site Visit Summary Form

E-1

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## BDO Job/Task Analysis: Data Collection Summary Form

Site Visit	
Dates:	Location:
AIR Rep 1:	AIR Rep 2:
AIR Rep 3:	AIR Rep 4:
Focus Groups	
Focus Group 1	
Date:	Number of SMEs:
AIR Facilitator:	AIR Note Taker:
Start Time:	End Time:
Focus Group 2	
Date:	Number of SMEs:
AIR Facilitator:	AIR Note Taker:
Start Time:	End Time:
Focus Group 3	
Date:	Number of SMEs:
AIR Facilitator:	AIR Note Taker:
Start Time:	End Time:
Focus Group 4	
Date:	Number of SMEs:
AIR Facilitator:	AIR Note Taker:
Start Time:	End Time:
Interviews	
Interview 1	
Date:	SME's Position:
AIR Interviewer:	AIR Note Taker:
Start Time:	End Time:

E-2

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<b>Interviews (Continued)</b>	
<b>Interview 2</b>	
Date:	SME's Position:
AIR Interviewer:	AIR Note Taker:
Start Time:	End Time:
<b>Interview 3</b>	
Date:	SME's Position:
AIR Interviewer:	AIR Note Taker:
Start Time:	End Time:
<b>Interview 4</b>	
Date:	SME's Position:
AIR Interviewer:	AIR Note Taker:
Start Time:	End Time:
<b>Interview 5</b>	
Date:	SME's Position:
AIR Interviewer:	AIR Note Taker:
Start Time:	End Time:
<b>Interview 6</b>	
Date:	SME's Position:
AIR Interviewer:	AIR Note Taker:
Start Time:	End Time:
<b>Job Observations</b>	
<b>Observation 1:</b>	
Date:	Shift:
AIR Rep 1:	AIR Rep 2:
Start Time:	End Time:
<b>Observation 2:</b>	
Date:	Shift:
AIR Rep 1:	AIR Rep 2:
Start Time:	End Time:

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<b>Job Observations (Continued)</b>	
<b>Observation 3:</b>	
<b>Date:</b>	<b>Shift:</b>
<b>AIR Rep 1:</b>	<b>AIR Rep 2:</b>
<b>Start Time:</b>	<b>End Time:</b>
<b>Observation 4:</b>	
<b>Date:</b>	<b>Shift:</b>
<b>AIR Rep 1:</b>	<b>AIR Rep 2:</b>
<b>Start Time:</b>	<b>End Time:</b>

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## Appendix F: Job Observation Protocol

F-1

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## BEHAVIORAL OBSERVATION PROTOCOL AND RECORDING FORM

Date	
Observer	

### Overview

#### Purpose

The Observation Protocol is to be used during the observation of BDOs at each site visit. This protocol should be used in conjunction with AIR's other job analysis data collection protocols (i.e., focus group, structured interview). The goals of the observation include: providing context for the tasks conducted by BDOs; operationalizing tasks not currently included in the SOP; and collecting information about aspects of the work that may be best observed (e.g., aspects of teamwork, work environment/conditions, differences across airports).

#### Instructions

Please use the protocol as a guide to your observation of BDOs. The protocol includes background information to be completed for each observation, as well as open-ended questions about aspects of BDO work that we have identified as of interest for the BDO job analysis.

Before the observation period, spend a few minutes talking to the airport POC. Especially focus on positioning for optimal observation. Remember, we want to capture as much data as possible with minimal disruptions. With respect to position, discuss:

- where to best position yourself so that you can observe the BDOs unobtrusively;
- how to observe both in front of and behind the security checkpoint;
- whether you will have the opportunity to observe BDOs at work in other areas of the airport; and
- whether you will be able to observe BDOs during regular SPOT activities, rather than during SPOT base rate study data collection. (It is important to see the BDOs conducting their job as it is normally done; so encourage the POC to arrange for you to observe BDOs at work rather than collecting data).

While observing, take careful notes. Again, it is important to be as inconspicuous as possible. Consider taking notes in stages. Identify a good time to write as much as you can. Repeat when necessary and/or when the opportunity presents itself. Periodically check your notes for accuracy.

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After observing, check all of your notes to be sure you captured accurately all that you observed. Make note of duties/tasks you observed that fall outside of those outlined in the SPOT SOP (e.g., Playbook, VIPER tasks, assisting ticket check, baggage screening).

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BACKGROUND INFORMATION		
1.	Please note the start time of your observation.	
2.	What shift were you observing?	
3.	How busy was the airport during your observation? <i>If possible, ask a BDO/ POC if he/she considers it busy.</i> <ul style="list-style-type: none"><li>• <u>Not busy</u>: Very short or no lines of passengers in screening areas and/or few to no passengers in other areas of the airport.</li><li>• <u>Somewhat busy</u>: Moderate line of passengers in screening areas and/or moderate number of passengers in other areas of the airport.</li><li>• <u>Very busy</u>: Constant, long lines of passengers in screening areas and/or crowds in other areas of the airport.</li></ul>	
4.	How many <u>individual</u> BDOs did you observe?	
5.	How many <u>teams</u> of BDOs did you observe?	
6.	How long was a BDO team working at a particular area (e.g., screening area, arrival gate) before rotating to a new area?	
7.	What area(s) of the airport were you observing? (e.g., screening area, arrival gate, ticketing area, taxi stand)	
8.	How many casual conversations did you observe?	
9.	How many LEO referrals did you observe?	
10.	Please note the end time of your observation.	

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**BDO JOB**

(Please describe the primary duties, tasks, and work conditions such as climate, physical surroundings, lines, stressors.)

<b>11. Duties</b>	<b>12. Tasks</b>	<b>13. Work Conditions</b>
		E.g., Lines: how many lines, do lines feed into other lines, are their family lines? Signs of mental and/or physical fatigue: complaints of feet hurting from standing; signs of distraction or lack of focus; number of breaks taken.

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<b>BDO JOB REQUIREMENTS</b> (Please describe the notable KSAOs, teamwork, and tools/equipment.)		
<b>14. KSAOs</b>	<b>15. Teamwork</b>	<b>16. Tools/Equipment</b>
	E.g., BDOs ask for and provide assistance from/to one another when needed, use cell phones and/or non-verbal cues to relay info to one another) <i>Note if not working in teams.</i>	E.g., cell phones or other communication devices and SPOT Assist Cards.

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## 17. CASUAL CONVERSATION

Please describe observations made regarding the casual conversations. Specifically, please note indicators of good or poor performance.

[Examples include:

- Evidence of rapport building with the passenger; evidence of good listening skills by BDOs (e.g., making eye contact with passengers, not asking the same question(s) twice, using a passenger's answers to inform the next question asked);
- Evidence of the tone of the conversation (e.g., casual versus forced or interrogatory);
- Evidence of successful handling of difficult passengers (e.g., remaining calm, requesting assistance if/as needed)]



**18. MANAGER TASKS**

*(If applicable)* Please describe any observations of the tasks performed by the BDO manager (e.g., STSM).

**19. CROSS-AIRPORT KNOWLEDGE**

*(If applicable)* Please indicate any noted differences in BDO job duties or working conditions between this airport and other airport(s) you have observed.

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## 20. OTHER OBSERVATIONS

Please use the space below to record other information obtained through the observation, such as unexpected observations/findings.

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## Appendix G: Large Airport Semi - Structured Interview Protocol

G-1

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## LARGE AIRPORT SEMI - STRUCTURED INTERVIEW PROTOCOL

Date	
Time	
Interviewer	
Interviewee	
Work Role	

### Overview

- Who you are
- Where you are from
- Purpose of the Interview

My name is *[insert your name]*. I am a *[insert job title]* at the American Institutes for Research or AIR. AIR is a not-for-profit research organization that employs behavioral scientists to provide consulting services for our clients. We are currently working on several projects with DHS. The project we will be working on today is about understanding the type of work that Behavior Detection Officers (BDOs) perform.

Essentially, we are examining the BDO job and hiring process. This is a follow-up to work that was done previously with respect to TSA Officers in general. Specifically, we want to see if there have been changes in the BDO job and to isolate important differences, if they exist, between the BDO and other TSA Officer roles. This information will be used to support BDO training initiatives. For example, some changes to existing BDO training courses may be warranted, or additional training courses may be needed.

As a start, we are conducting a job analysis. A job analysis is a way to learn how work is performed directly from job experts. For example, we want to understand the characteristics of the work, the characteristics of the worker, and the tools and equipment used on the job.

You are a Subject Matter Expert (SME) who can help us understand the job. Your participation is critical and completely confidential. Your comments will be combined with those of other SMEs and reported as group data only such that individual responses cannot be identified. Nonetheless, your contributions are invaluable because only through participation of people like you can we get an accurate picture of the BDO job.

Do you have any questions before get started?

*Allow for and answer questions.*

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## Demographic Questions

Let me begin by asking you some questions regarding your work experience.

1. What is your position?
2. How long have you been employed in this position?
3. How long have you worked for TSA?
4. Have you worked as a BDO? If so, how long ago?
5. Can you provide a quick overview of the type of work you do?

*The following questions may not be asked of all SMEs. Prioritize the questions you ask based on the experience of the individual you are interviewing. For example, ensure you cover the questions related to training when you are talking to an Instructor. Before each site visit check with the Project Task Leader to find out the interview topics that should receive the highest priority.*

## Tasks

Thank you for the overview. I would now like to talk to you about the tasks completed in BDO work.

6. What are some of the important tasks or responsibilities for the BDOs?

*Probes:*

- a. How are these tasks accomplished?
- b. Why are these tasks performed?
- c. What is the desired outcome of these tasks?

7. Are there tasks that BDOs must perform that are not outlined in the SPOT SOP requirements? If so, what are they?

*Probes:*

- a. Job descriptions sometimes list a general statement like “performs additional tasks as needed.” What would those be for a BDO?
- b. To what extent do BDOs perform general passenger/baggage screening duties?
- c. Do BDOs have rotating functions between the technical tracks (e.g., bomb appraisal)?

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8. Have there been any new job tasks recently added to the BDO role? If so, what are they?
  
9. Which BDO job tasks or duties are specifically related to teamwork?  
*Probes:*
  - a. Do all BDOs work in pairs/teams?
  - b. How do BDOs promote teamwork?
  
10. Which BDO job tasks are more challenging because of the conditions in which they are performed? Why? [*Probe for fatigue issues and strategies for dealing with these issues.*]  
*Probes:*
  - a. Which job tasks are the most taxing? Why?
  - b. What strategies do BDOs use to deal with these challenges?
  
11. What is the purpose of the SPOT SOP? Are BDOs responsible for reading/knowing the SOP?
  
12. How is a typical day structured for a BDO? [*Probe for information concerning time on position, number of breaks, whether the structure varies across shifts or facilities.*]
  
13. Are there any tools or specific materials used to perform the BDO job? For example, do BDOs need to use computers?
  
14. Do the tasks or duties assigned to BDOs differ based on the characteristics of the airport such as size and/or number of passengers who pass through?  
*Probes:*
  - a. Are there more tasks or duties for BDOs at smaller airports than at larger airports or vice versa?
  - b. Are there tasks or duties that are unique to BDOs at smaller airports? What about at larger airports?
  - c. (*If more tasks/duties or unique tasks/duties*) Are these additional (or unique) tasks [or duties] accurately reflected in the BDO job description? Are BDOs trained for these additional (or unique) job tasks [duties]? Are these additional (or unique) job tasks [duties] accurately reflected on performance reviews?
  - d. Are there any unique tools or materials that BDOs need to complete these additional [unique] tasks [duties]?

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## Requirements for Successful Performance

Now that we have talked about the characteristics of the work, I would like to talk about the characteristics of the worker. Specifically, I'd like to focus on what BDOs need to possess in order to be successful.

15. What knowledge, skills, abilities, or other characteristics (KSAOs), or competencies, must a BDO possess to effectively perform the job?  
*(Refer to the Job Analysis Definitions and Examples. Remember that it is more important to get a list of KSAO requirements rather than for interviewees to know the difference between a knowledge or skill.)*
16. Does this list of KSAOs/competencies differ depending on the location, time of day, volume of travelers, or other factors? Is so, can you please explain?
17. What KSAOs/competencies are specifically required for the casual conversation?  
*Probes:*
  - a. What makes someone effective at the casual conversation?
  - b. What makes someone ineffective at the casual conversation?
18. In your opinion, what types of KSAOs/competencies are important to possess upon entry as a BDO (i.e., on "Day 1")?
  - Do these entry-level KSAOs/competencies depend on location, time of day, volume, or other related factors?
19. What KSAOs/competencies must be learned during the first year of employment as a BDO?
20. What types of education and experience are *needed* (required) upon entry as a BDO?
21. What types of education and experience would be *helpful* upon entry as a BDO?
22. Do you anticipate future changes in the job that will necessitate different KSAOs/competencies? If yes, what are these changes and the needed competencies?

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## BDO Selection, Training, and Performance Management

So far we have discussed the specifics of the job itself and what it takes for workers to do the BDO work. Now I want to ask you about how BDOs are currently selected and trained.

23. What is the current approach to hiring BDOs?

*Probes:*

- a. How are BDOs currently selected?
- b. What measures are used in the selection system?
- c. Are there minimum qualifications someone must have before being considered?  
For example, is there a minimum level of experience or education needed?

24. What parts of the selection system do you think are most effective? Why?

25. What do you think could be improved in the current selection system? Why?

26. How are BDOs currently trained?

*Probes:*

- a. Who conducts the training?
- b. Who creates the training?
- c. When is training administered?
- d. How long does training last?
- e. How many courses do BDOs take?
- f. Does the BDO training program provide suggested strategies for dealing with job tasks that may be mentally taxing (e.g., “walking the line”)?
- g. Do you have any suggestions for how training could be expanded or improved?

27. Can you describe when BDOs are assigned to a specific airport? That is, when is the airport assignment decision made?

*Probes:*

- a. Is this decision made prior to beginning the initial SPOT training course?
- b. Are there differences between facilities regarding when a BDO is assigned to a specific airport? Are there differences by region regarding when a BDO is assigned to a specific airport?
- c. Do BDOs have any input in the airport assignment process? Can BDOs choose where they will be assigned or make any other related requests?

28. How are BDOs assigned to a specific shift? For example, are BDOs first staffed on shifts that have low passenger throughput? Are work schedules fixed or rotated?

G-6



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29. Can you describe the concepts of Evolution, ENGAGE, and COACH<sup>2</sup> as they relate to the BDO position?
30. How are these incorporated into the BDO training? Are there differences in the job tasks or requirements across locations that would lead you to believe selection and/or training should vary?
31. Are there differences in the hiring or training procedures that currently exist across locations?
32. Are there differences between the BDO job and other TSA jobs that would lead you to believe their selection and/or training needs to be separate?
33. Can you describe any differences in the hiring or training procedures that currently exist for BDOs versus other TSA positions?
34. How is BDO performance currently assessed?  
*Probes:*
- a. What methods are used to measure BDO performance?
  - b. What dimensions are measured when assessing performance?
  - c. How should BDO performance be measured, in your opinion?
35. What is the career progression for BDOs?  
*Probes:*
- a. What is the step before becoming a BDO?
  - b. Are there different levels within the BDO job?
  - c. Are there promotion opportunities?
  - d. What is the lowest BDO level?
  - e. What is the highest BDO level?
36. Does TSA use any job titles other than "Behavior Detection Officer" to describe this role?

<sup>2</sup> Note to AIR Interviewers: Evolution, ENGAGE, and COACH are recent training concepts.

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37. What is the difference between MTSO (Master) and ETSO (Expert) in the BDO technical track?
38. How does the BDO role and career progression differ from other technical track jobs (e.g., bomb appraisal)?
39. What are the acceptable paths to becoming a
- BDO?
  - MTSO-BDO?
  - ETSO-BDO?
  - TSM-BDO?
40. At what level do BDOs begin to supervise other BDOs?
- How many BDOs does a supervisor manage?

## Closing

That concludes my interview questions.

- Do you have any comments or questions?
- Are there things you think that are important that we have not talked about?

*Hand out business card.*

If you think of any questions or comments in the next day or two that you think are relevant, please feel free to call or email me.

Thank you again for your time today– without the contribution of experts like you, we wouldn't be able to complete this important work.

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## Appendix H: Small Airport Semi - Structured Interview Protocol

H-1

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## SMALL AIRPORT SEMI - STRUCTURED INTERVIEW PROTOCOL

Date	
Time	
Interviewer	
Interviewee	
Work Role	

### Overview

- Who you are
- Where you are from
- Purpose of the Interview

My name is *[insert your name]*. I am a *[insert job title]* at the American Institutes for Research or AIR. AIR is a not-for-profit research organization that employs behavioral scientists to provide consulting services for our clients. We are currently working on several projects with DHS. The project we will be working on today is about understanding the type of work that Behavior Detection Officers (BDOs) perform.

Essentially, we are examining the BDO job and hiring process. This is a follow-up to work that was done previously with respect to TSA Officers in general. Specifically, we want to see if there have been changes in the BDO job and to isolate important differences, if they exist, between the BDO and other TSA Officer roles. This information will be used to support BDO training initiatives. For example, some changes to existing BDO training courses may be warranted, or additional training courses may be needed.

As a start, we are conducting a job analysis. A job analysis is a way to learn how work is performed directly from job experts. For example, we want to understand the characteristics of the work, the characteristics of the worker, and the tools and equipment used on the job.

You are a Subject Matter Expert (SME) who can help us understand the job. Your participation is critical and completely confidential. Your comments will be combined with those of other SMEs and reported as group data only such that individual responses cannot be identified. Nonetheless, your contributions are invaluable because only through participation of people like you can we get an accurate picture of the BDO job.

Do you have any questions before get started?

*Allow for and answer questions.*

H-2

## Demographic Questions

Let me begin by asking you some questions regarding your work experience.

1. What is your position?
2. How long have you been employed in this position?
3. How long have you worked for TSA?
4. Have you worked as a BDO? If so, how long ago?
5. Can you provide a quick overview of the type of work you do?

*The following questions may not be asked of all SMEs. Prioritize the questions you ask based on the experience of the individual you are interviewing. For example, ensure you cover the questions related to training when you are talking to an Instructor. Before each site visit check with the Project Task Leader to find out the interview topics that should receive the highest priority.*

## Tasks

Thank you for the overview. I would now like to talk to you about the tasks completed in BDO work.

6. What are some of the important tasks or responsibilities for the BDOs?  
*Probes:*
  - a. How are these tasks accomplished?
  - b. Why are these tasks performed?
  - c. What is the desired outcome of these tasks?
7. Are there tasks that BDOs must perform that are not outlined in the SPOT SOP requirements? If so, what are they?  
*Probes:*
  - a. Job descriptions sometimes list a general statement like “performs additional tasks as needed.” What would those be for a BDO?
  - b. To what extent do BDOs perform general passenger/baggage screening duties?
  - c. Do BDOs have rotating functions between the technical tracks (e.g., bomb appraisal)?

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8. Which BDO job tasks or duties are specifically related to teamwork?  
*Probes:*
- a. Do all BDOs work in pairs/teams?
  - b. How do BDOs promote teamwork?
9. Which BDO job tasks are more challenging because of the conditions in which they are performed? Why? [*Probe for fatigue issues and strategies for dealing with these issues.*]  
*Probes:*
- a. Which job tasks are the most taxing? Why?
  - b. What strategies do BDOs use to deal with these challenges?
10. How is a typical day structured for a BDO? [*Probe for information concerning time on position, number of breaks, whether the structure varies across shifts or facilities.*]
11. Do the tasks or duties assigned to BDOs differ based on the characteristics of the airport such as size and/or number of passengers who pass through?  
*Probes:*
- a. Are there more tasks or duties for BDOs at smaller airports than at larger airports or vice versa?
  - b. Are there tasks or duties that are unique to BDOs at smaller airports? What about at larger airports?
  - c. (*If more tasks/duties or unique tasks/duties*) Are these additional (or unique) tasks [or duties] accurately reflected in the BDO job description? Are BDOs trained for these additional (or unique) job tasks [duties]? Are these additional (or unique) job tasks [duties] accurately reflected on performance reviews?
  - d. Are there any unique tools or materials that BDOs need to complete these additional [unique] tasks [duties]?

## Requirements for Successful Performance

Now that we have talked about the characteristics of the work, I would like to talk about the characteristics of the worker. Specifically, I'd like to focus on what BDOs need to possess in order to be successful.

12. What knowledge, skills, abilities, or other characteristics (KSAOs), or competencies, must a BDO possess to effectively perform the job?  
(*Refer to the Job Analysis Definitions and Examples. Remember that it is more important to get a list of KSAO requirements rather than for interviewees to know the difference between a knowledge or skill.*)

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13. Does this list of KSAOs/competencies differ depending on the location, time of day, volume of travelers, or other factors? Is so, can you please explain?
14. What KSAOs/competencies are specifically required for the casual conversation?  
*Probes:*
- a. What makes someone effective at the casual conversation?
  - b. What makes someone ineffective at the casual conversation?
15. In your opinion, what types of KSAOs/competencies are important to possess upon entry as a BDO (i.e., on "Day 1")?
- Do these entry-level KSAOs/competencies depend on location, time of day, volume, or other related factors?
16. What KSAOs/competencies must be learned during the first year of employment as a BDO?

## BDO Selection, Training, and Performance Management

So far we have discussed the specifics of the job itself and what it takes for workers to do the BDO work. Now I want to ask you about how BDOs are currently selected and trained.

17. What is the current approach to hiring BDOs?  
*Probes:*
- a. How are BDOs currently selected?
  - b. What measures are used in the selection system?
  - c. Are there minimum qualifications someone must have before being considered?  
For example, is there a minimum level of experience or education needed?
18. What parts of the selection system do you think are most effective? Why?
19. What do you think could be improved in the current selection system? Why?

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20. How are BDOs currently trained?

*Probes:*

- a. Who conducts the training?
- b. Who creates the training?
- c. When is training administered?
- d. How long does training last?
- e. How many courses do BDOs take?
- f. Does the BDO training program provide suggested strategies for dealing with job tasks that may be mentally taxing (e.g., "walking the line")?
- g. Do you have any suggestions for how training could be expanded or improved?

21. How are BDOs assigned to a specific shift? For example, are BDOs first staffed on shifts that have low passenger throughput? Are work schedules fixed or rotated?

22. How is BDO performance currently assessed?

*Probes:*

- a. What methods are used to measure BDO performance?
- b. What dimensions are measured when assessing performance?
- c. How should BDO performance be measured, in your opinion?

23. What is the career progression for BDOs?

*Probes:*

- a. What is the step before becoming a BDO?
- b. Are there different levels within the BDO job?
- c. Are there promotion opportunities?
- d. What is the lowest BDO level?
- e. What is the highest BDO level?

24. What are the acceptable paths to becoming a

- BDO?
- MTSO-BDO?
- ETSO-BDO?
- TSM-BDO?

25. At what level do BDOs begin to supervise other BDOs?

- How many BDOs does a supervisor manage?

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## Closing

That concludes my interview questions.

- Do you have any comments or questions?
- Are there things you think that are important that we have not talked about?

*Hand out business card.*

If you think of any questions or comments in the next day or two that you think are relevant, please feel free to call or email me.

Thank you again for your time today– without the contribution of experts like you, we wouldn't be able to complete this important work.

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## Appendix I: BDO Job/Task Analysis Focus Group Protocol

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## JOB ANALYSIS FOCUS GROUP PROTOCOL FOR BDOs (LIST REVIEW)

Meeting instruction: Text in *italics* is intended for the focus group facilitators' information only.

### MATERIALS

- *Directions to the facility*
- *Contact information of the TSA POC*
- *Copy of Protocol*
- *Background Information questionnaire*
- *Job Analysis Definitions and Examples handout*
- *Researcher copy of Activities/Task, KSAOs, Competency, and Tool lists (prompts and comments included)*
- *Activities/Task list for participants*
- *KSAO list for participants*
- *Competency list for participants*
- *Tool/Equipment list for participants*
- *Tent cards for participants' names*
- *Pens/pencils*
- *Computer or pad to take notes*
- *Business cards*

### INTRODUCTION AND BACKGROUND (10 MINUTES)

#### A. *Introduce AIR Researchers*

My name is [insert your name]. [Introduce partner] I am a/We are [insert your job title(s)] at the American Institutes for Research or AIR. AIR is a not-for-profit research organization that employs behavioral scientists to provide consulting services for our clients. We are currently working on several projects for the DHS. Today's project is about understanding the type of work that BDOs perform.

#### B. *Project Background*

There is currently a good deal of information available regarding the work of TSA Officers. However, much of what has been documented does not focus specifically on BDOs. In addition, over the past several years the work of BDOs has expanded, requiring that we update the job analysis information for this job. For example, BDOs are "walking the line," observing individuals outside of the security checkpoint, and using applied behavior detection methods.

A job analysis is a way to learn how work is performed directly from the people who do the work. Several types of information are collected, including:

I-2

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- Characteristics of the work: These are tasks or work behaviors associated with the job;
- Characteristics of the worker: These are knowledge, skills, abilities, and other characteristics (KSAOs) that are needed to perform the job tasks; and
- The Tools and Equipment used to perform the job.

Job analysis is a process. So far, we have completed the following steps:

- Reviewed preliminary information on Tasks, Competencies, and Tools/Equipment from the SPOT SOP and other TSA documents.
- Created preliminary lists of Tasks and KSAOs/Competencies associated with the BDO job.

Currently we are:

- Meeting with BDOs at [insert the number of locations] locations to review the Task and KSAO/competency lists.
- Conducting structured interviews with Managers and Trainers.

For the next steps, we will:

- Have other job experts review list of Tasks and KSAOs/competencies associated with the BDO job.
- Document the job analysis results in a final report, along with updated Task and KSAO lists.
- Use the results of the job analysis to support BDO training initiatives (e.g., update existing courses, develop new courses).

C. *What is your role?*

You are Subject Matter Experts (SMEs) who can help us understand and record the work of BDOs. The goal today is to ensure critical components of the job are captured. We will have a couple of group discussions as a way for you to bounce information and ideas off one another and provide us with some information that our current task and KSAO/competency lists might not capture. Today's session will take approximately 4 hours.

I would like to emphasize that participation in this study will not affect your TSA standing in anyway. Your responses will be kept confidential. To ensure this confidentiality, please do not put your name on any of the materials we pass out. Additionally, any results or information reported back to the TSA will be reported as group data only so that individual responses cannot be identified.

I-3

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*Why is your participation important?*

Your participation is invaluable to the job analysis effort, and I would like to thank you in advance for your help. Your role is critical in helping us learn about what BDOs really do on the job, including if and how the job has changed since the last job analysis was conducted, how the job differs from other TSA Officer roles, and how the job might change in the immediate future. Does anyone have any questions before we move on?

## **SIGN-IN OF SUBJECT MATTER EXPERTS (5 MINUTES)**

*Pass out the Background Information questionnaire.*

In order to document the job analysis process, we need to gather and record information about the experts who participated in the exercises. This information will help us to evaluate the representativeness of our sample. So, to get started, we would like to gather some background information from each of you since you are serving as our experts.

Please do not write your name anywhere on this questionnaire. Again, please remember that your responses on this questionnaire will be kept confidential. Does anyone have any questions?

Go ahead and fill out the questionnaire. I/We will collect them when you are done.

*Collect the Background Information questionnaire.*

## **JOB DUTIES EXERCISE (15 MINUTES)**

*This activity serves as an icebreaker and brainstorming session.*

The first exercise is a Job Duties Exercise. The goal of this exercise is to discuss the high-level responsibilities for BDOs. These give us an idea of the core aspects of the job.

Think of the job as it is currently performed – not as it used to be performed, will be performed in the future, or how it should be performed. Think about how you might break the BDO responsibilities into 6 to 10 big chunks.

*List the responses on a whiteboard/blackboard. Make a copy of the list to bring back to the office.*

*If SMEs have difficulty generating Duties or do not mention a Duty, prompt them by asking about Job Duties that are on the current job analysis list:*

- 1) *Conduct SPOT behavior detection and analysis*
- 2) *Conduct casual conversation*

I-4

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## REVIEW DUTIES AND TASKS (1.5 HOURS)

The next step is to review the current list of Job Duties and Tasks. Our goal is to ensure that all Duties and Tasks critical for the BDO job are listed and accurately stated.

*Distribute the Duty/Task list<sup>3</sup> and copies of the Job Analysis Definitions and Examples. Remind participants that the document is double-sided.*

First, it is important to have a working definition of these two terms. I/We passed out a document with definitions we can use for this exercise.

- Duties are collections of tasks that have a common objective. The Tasks listed on the definitions handout may be part of the Duty “Behavior detection and analysis.”
- Tasks are very specific work activities performed for a specific purpose. For example:
  - Establish the environmental baseline for observation
  - Identify behaviors and assign the proper point value to them

Notice that both Duty and Task statements are written the same way; statements begin with action words like “study,” “order,” or “plan.”

*Refer participants to the Duty list.*

Keeping the definitions in mind, first look at the Duties.

- How does this list compare to the list we created as a group?
- Are any Duties missing from this list?
- Do the existing Duties need to be modified to better reflect the job?
- Also, please note that we have used the SPOT SOP as the primary source for developing the organization of preliminary the list of duties. Do you think this organization should be modified at all?

*Facilitate group discussion to ensure the Job Duties are properly captured.*

*Refer participants to the Task list.*

Next, let’s focus on the tasks. This list includes all of the items generated thus far through our job analysis. Again, its organization is based upon the headings and subheadings from the SPOT SOP. Please provide feedback on the completeness and organization of the list. Questions to keep in mind include:

- Are there duties missing?
- Are there tasks missing?

<sup>3</sup> During the focus groups, SMEs may review lists of Duties/Tasks; Tools/Equipment; Knowledge, Skills, Abilities, and Other Characteristics (KSAOs); and Competencies compiled from related positions, as appropriate. Please note that the lists of Duties/Tasks, Tools/Equipment, and KSAOs/Competencies have been provided in separate documents.

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- Do you perform any work as a member of a team (or in pairs)? Please outline any tasks you perform as a member of the team.
- Are there redundancies?<sup>4</sup>
- Do existing task statements need to be changed to better reflect the job?
- Do the tasks listed as part of a given Duty make sense?
- Are the task statements clearly defined?
- Does the list use commonly understood terminology?
- Is the level of detail provided appropriate? (I.e. are some tasks described in too much detail or not enough detail?)

For the next 30 minutes, please review this list on your own, making notes for anything you believe should be changed (reworded), deleted, or added. Keep in mind any activities you perform as a team member and jot those down if they are missing.

After each of you have had time to review this list independently, we will discuss the list as a group.

*Be available to answer questions if the participants have any during their independent review. If most of the SMEs have completed their review in 30 minutes, then begin the group discussion.*

Thank you for taking the time to review the list on your own. Let's take some time now to discuss the list as a group.

*Facilitate group discussion to ensure Tasks are properly captured.*

*Collect the Duty/Task list.*

## **BREAK (15 MINUTES)**

Let's take a 15 minute break in order to give you a chance to get a drink, use the restroom, or walk around a bit. Please be back by [insert time here] and get into your group so that we can continue the meeting and finish on time.

## **REVIEW KSAOs (1 HOUR)**

The next step is to review the current list of job Knowledge, Skills, Abilities, and Other Characteristics, or KSAOs. The goal of this exercise is to ensure that all critical BDO KSAOs are listed and accurately stated.

*Distribute the KSAO list. Remind participants that the document is double-sided.*

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<sup>4</sup> We acknowledge that there appear to be repetitions throughout the SOP and, therefore, within this task list. However, these apparent overlaps may in fact be due to the different contexts in which the task(s) occur(s). We are hoping to identify and resolve any such repetitions today.

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Again, it is important to have a working definition of these terms:

- Knowledge is a body of factual, technical, or procedural information a person uses to perform a job. For example, Knowledge of stress cues and appearance factors.
- Skill is the capability, developed through training or practice, to perform job tasks. For example, Skill in identifying behaviors and assigning the proper point value to them.
- Ability is a general human trait a person possesses that gives him/her the capacity to carry out physical and mental acts required by the job. For example, Ability to add behavior points mentally.
- Other Characteristics are personal characteristics such as personality traits, attitudes, work styles, preferences, or interests that are relevant to successful job performance. For example, Willingness to work a rotating schedule.

Keeping the definitions and examples in mind, review the list of KSAOs, which includes all of the items generated thus far through our job analysis. Please provide feedback on the completeness and organization of the list. Questions to keep in mind include:

- Is any Knowledge, Skill, Ability, or other Characteristic missing?
- Are there redundancies?
- Do existing KSAO statements need to be changed to better reflect the job?
- Are the KSAO statements clearly defined?
- Does the list use commonly understood terminology?

For the next 10 minutes, please review this list on your own, making notes for anything you believe should be changed (reworded), deleted, or added. Please take note that this document is double-sided.

After each of you has had time to review this list independently, we will discuss the list as a group.

*Be available to answer questions if the participants have any during their independent review. If most of the SMEs have completed their review in 10 minutes, then begin the group discussion.*

Thank you for taking the time to review the list on your own. Let's take some time now to discuss the list as a group.

*Facilitate group discussion to ensure KSAOs are properly captured.*

*Collect the KSAO list.*

## REVIEW COMPETENCIES (15 MINUTES)

*Judge how much time is left for the focus group as a whole; if time is running out, move through this section quickly or skip it altogether.*

I-7

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~~**Sensitive Security Information (SSI)**~~

The next step is to review the list of BDO Competencies as identified by TSA. The goal of this exercise is to ensure that all critical BDO Competencies are listed and accurately stated.

*Distribute the Competency list. Remind participants that the document is double-sided.*

Competencies are worker attributes that are broader versions of KSAOs that tend not to be linked to specific tasks. A competency may be comprised of several KSAOs that are collectively associated with high performance on the job; or, it may be a measurable work habit or personal skill used to achieve work objectives. For example, Attention to Detail or Security Equipment Proficiency.

Please provide feedback on the Competency list by identifying those which you feel are related to the BDO job.

*Facilitate group discussion to ensure competencies are properly captured.*

## **BREAK (5 MINUTES)**

Let's take a 5 minute break now in order to give you a chance to get a drink, use the restroom, or walk around a bit. Please be back by [insert time here] and get into your group so that we can continue the meeting and finish on time.

## **REVIEW TOOLS/EQUIPMENT (10 MINUTES)**

*Judge how much time is left for the focus group as a whole; if time is running out, move through this section quickly or skip it altogether.*

The next step is to review the list of Tools and Equipment necessary for BDO job performance. The goal of this exercise is to ensure that all critical BDO Tools and Equipment are listed and accurately stated.

*Distribute the Tools/Equipment list. Remind participants that the document is double-sided.*

Please provide feedback on the completeness of the list. Questions to keep in mind include:

- Are any tools or equipment missing?
- Are there redundancies?
- Does the list use commonly understood terminology?

*Facilitate group discussion to ensure Tools/Equipment are properly captured.*

## **WRAP-UP AND CLOSING REMARKS (15 MINUTES)**

*Currently this section is scheduled for 15 minutes. However, if the focus group session has taken less time than anticipated, please extend the closing discussion accordingly. Ensure you collect information about duties and tasks related to teamwork, fatigue issues, and strategies for dealing with challenging job tasks.*

I-8

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Thank you very much for being involved in the review process today. The information you provided will be used to complete the next steps of the job analysis and to help support BDO training initiatives. At this point, I would like to give you all an opportunity to share any thoughts you might have about the BDO job.

*If SMEs have difficulty generating additional comments, prompt them by asking:*

- 1. Are there any changes you would recommend for the Job Duties/Tasks lists that were not covered during your discussion?*
- 2. Are there any changes you would recommend for the KSAO or Competency lists that were not covered during your discussion?*
- 3. Are we missing anything in terms of the job?*
- 4. Which job tasks are the most challenging? Why?*
- 5. Are there any tasks that are mentally taxing? Which ones? What strategies do you use to maintain focus?*
- 6. Do you have any suggestions for topics that could be covered in training?*
- 7. Do you have any other suggestions?*
- 8. What did you think of today's activities?*
- 9. Is there anything you would change about the format of the day?*

Does anyone have any other questions or comments before we end?

Thank you again for your participation – without the contribution of experts like you, we wouldn't be able to complete this important work.

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## **Appendix J: Background Information Questionnaire**

J-1

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## BACKGROUND INFORMATION QUESTIONNAIRE

1. What is your current Job Title? \_\_\_\_\_
2. In what airport do you currently work? \_\_\_\_\_
3. When did you start working for TSA (month/year)? \_\_\_\_\_
4. When did you start working as a BDO? (month/year)? \_\_\_\_\_
5. Prior to working as a BDO, what position did you hold at TSA?  
Job Title: \_\_\_\_\_  
Status:  Part-time  Full-time  
Job Tenure (How long were you in that position?): \_\_\_\_\_ (years, months)
6. Prior to working at TSA, did you work in security?  
 No  Yes
7. If you worked in security prior to working at TSA, was it airport security or another type?  
 Airport  Other (please specify) \_\_\_\_\_
8. Other than your initial BDO/SPOT training, have you had any additional training in behavior indicators of deception or lie detection?  
 No (If no, please skip to question # 9.)  
 Yes (If yes, please specify below. For more courses, use the back of this page.)  
Course Title: \_\_\_\_\_ Length of Time (in hours): \_\_\_\_\_  
Organization/School: \_\_\_\_\_
9. Please indicate the highest level of education you have completed.  
 High School/GED  Master's degree  
 Some college  Doctorate  
 Associate's degree  Other (please indicate): \_\_\_\_\_  
 Bachelor's degree
10. What was your major in school? \_\_\_\_\_
11. What is your gender?  
 Male  Female
12. What is your age? \_\_\_\_\_
13. Which ethnic category best describes your background?  
 Hispanic or Latino  
 Not Hispanic or Latino
14. Which racial category/categories best describe(s) your background? (Check all that apply)  
 American Indian or Alaska Native  Native Hawaiian or Other Pacific Islander  
 Asian  White  
 Black or African American  Two or More Races  
 Other (please specify): \_\_\_\_\_

J-2

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## Appendix K: Job/Task Analysis Definitions and Examples

K-1

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## JOB/TASK ANALYSIS DEFINITIONS AND EXAMPLES

Today's exercises will help us accurately capture all critical Duties, Tasks, and KSAOs/Competencies associated with successful BDO job performance. To make this possible, we have provided working definitions, along with examples, of these terms.

**Duties** are collections of tasks that have a common objective. For example, the tasks below may be part of the Duty "Behavior Detection and Analysis."

**Tasks** are very specific work activities performed for a specific purpose. Examples:

- Establish the environmental baseline for observation
- Identify behaviors and assign the proper point value to them

**Knowledge** is a body of factual, technical, or procedural information a person uses to perform a job. Examples:

- Knowledge of stress cues and appearance factors
- Knowledge of prohibited items

**Skill** is the capability, developed through training or practice, to perform job tasks. Examples:

- Skill in identifying behaviors and assigning the proper point value to them
- Skill in communicating effectively with colleagues

**Ability** is a general human trait a person possesses that gives him/her the capacity to carry out physical and mental acts required by a job's tasks. Examples:

- Ability to add behavior points mentally
- Ability to react calmly and effectively in emergency situations
- Ability to pass a pre-employment physical skills evaluation as stipulated by TSA

**Other Characteristics** are personal characteristics such as personality traits, attitudes, work styles, preferences, or interests that are relevant to successful job performance. Examples:

- Willingness to work a rotating work schedule
- Decisiveness

**Competencies** are worker attributes that are broader versions of KSAOs that tend not to be linked to specific tasks. A competency may be comprised of several KSAOs that are collectively associated with high performance on the job; or, it may be a measurable work habit or personal skill used to achieve work objectives. Examples:

- Attention to Detail
- Oral Communication
- Security Equipment Proficiency
- Transportation Security Proficiency

K-2

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There are a few general **rules of thumb** regarding tasks and KSAOs. Specifically, task and KSAO statements:

- Describe very specific parts or requirements of the job
- Follow a specific format (e.g., tasks begin with an action word such as monitor, instruct, coordinate; knowledge statements begin with the words “knowledge of”; skill statements begin with “skill at”; ability statements begin with “ability to”)
- Must be concise
- Must, as a group, comprehensively cover the work as it is actually done
- Must be currently relevant or relevant in the immediate future
- Must not be redundant or overlap
- Must make sense
- Must be clearly defined
- Must use commonly understood terminology

K-3

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## **Appendix L: BDO Job/Task Analysis Focus Group Worksheet: Duties and Tasks List**

L-1



## BDO FOCUS GROUP WORKSHEET

### Duties and Tasks

#### Participant Instructions

Keeping the definitions and examples of duties and tasks in mind, please review the list of duties and tasks on the following pages. This list includes all of the items we have identified as relevant to the BDO job so far. Your focus group facilitator will guide you through this process. Please feel free to write any comments or suggested changes to the list directly on this worksheet. The worksheets will be collected from you at the end of the session and analyzed in order to revise the duty and task statements according to your feedback.

During your review, please keep the following questions in mind:

- Are there duties missing? If so, please indicate missing duties in the blanks provided at the end of the next page (additional tasks may be added to these duties at the end of the worksheet).
- Are there tasks missing? If so, please indicate missing tasks in the blanks provided at the end of each duty section.
- Are there redundancies? If so, please cross out redundant tasks or portions of a task.
- Do existing task statements need to be changed to better reflect the job? If so, please make changes directly in the space provided around the task statement.
- Do the tasks listed as part of a given duty make sense? If not, please indicate next to the task statement which duty it should be a part of.
- Are the task statements clearly defined? If not, please clarify in the box surrounding the task statement. If sufficient space is not available, please indicate further clarification on the back of the page.
- Does the list use commonly understood terminology? If not, please indicate corrections in terminology directly in the box surrounding the task statement.

Thank You for Your Participation!

L-2

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**Review of Duty List**

Please review the following list of duties. Are there any duties listed here that you feel are not relevant to the work of a BDO? Are there any duties missing?

A	Prepare and Position
B	Establish an Environmental Baseline
C	Visually Assess Individuals for SPOT Behavior Cues and Appearance Factors
D	Conduct Casual Conversation
E	Conduct SPOT Behavior Detection and Analysis
F	Notify a LEO and Others (as Required)
G	Conduct SPOT Referral Screening
H	Complete the SPOT Screening Process by Resolving SPOT Behaviors, or Requesting LEO Assistance
I	Complete All Appropriate Paperwork
J	Provide Assistance in Other Areas or in Other Security Operations (as Needed)
Add	
Add	
Add	
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L-3

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~~Sensitive Security Information (SSI)~~  
**Review of Task List (by Duty)**

**BDO Duty A: Prepare and Position**

(b)(3);49 U.S.C. § 114(r)

[Redacted content]

L-4

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**BDO Duty A: Prepare and Position (Continued)**

(b)(3):49 U.S.C. § 114(r)

[Redacted content]

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~~Sensitive Security Information (SSI)~~

**BDO Duty B: Establish an Environmental Baseline**

**Environmental Baseline**

(b)(3):49 U.S.C. § 114(r)

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**BDO Duty C: Visually Assess Individuals for SPOT Behavior Cues and Appearance Factors**

**Behavior Cues and Appearance Risk Factors**

(b)(3):49 U.S.C. § 114(r)

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**BDO Duty D: Conduct Casual Conversation**

**Casual Conversation**

(b)(3):49 U.S.C. § 114(r)

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L-8

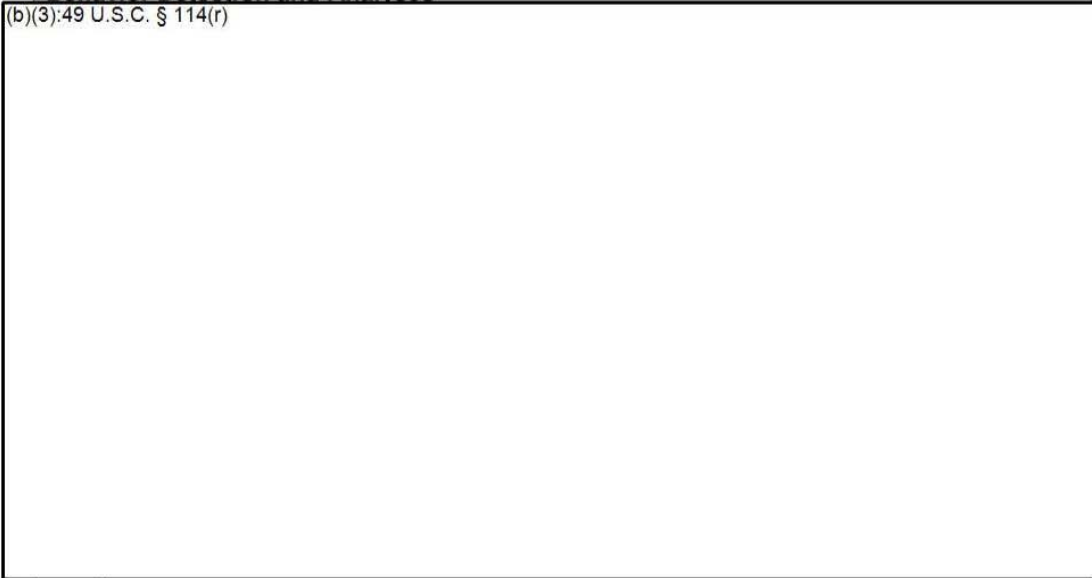
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**BDO Duty E: Conduct SPOT Behavior Detection and Analysis**

**Behavior Detection and Analyses**

(b)(3):49 U.S.C. § 114(r)



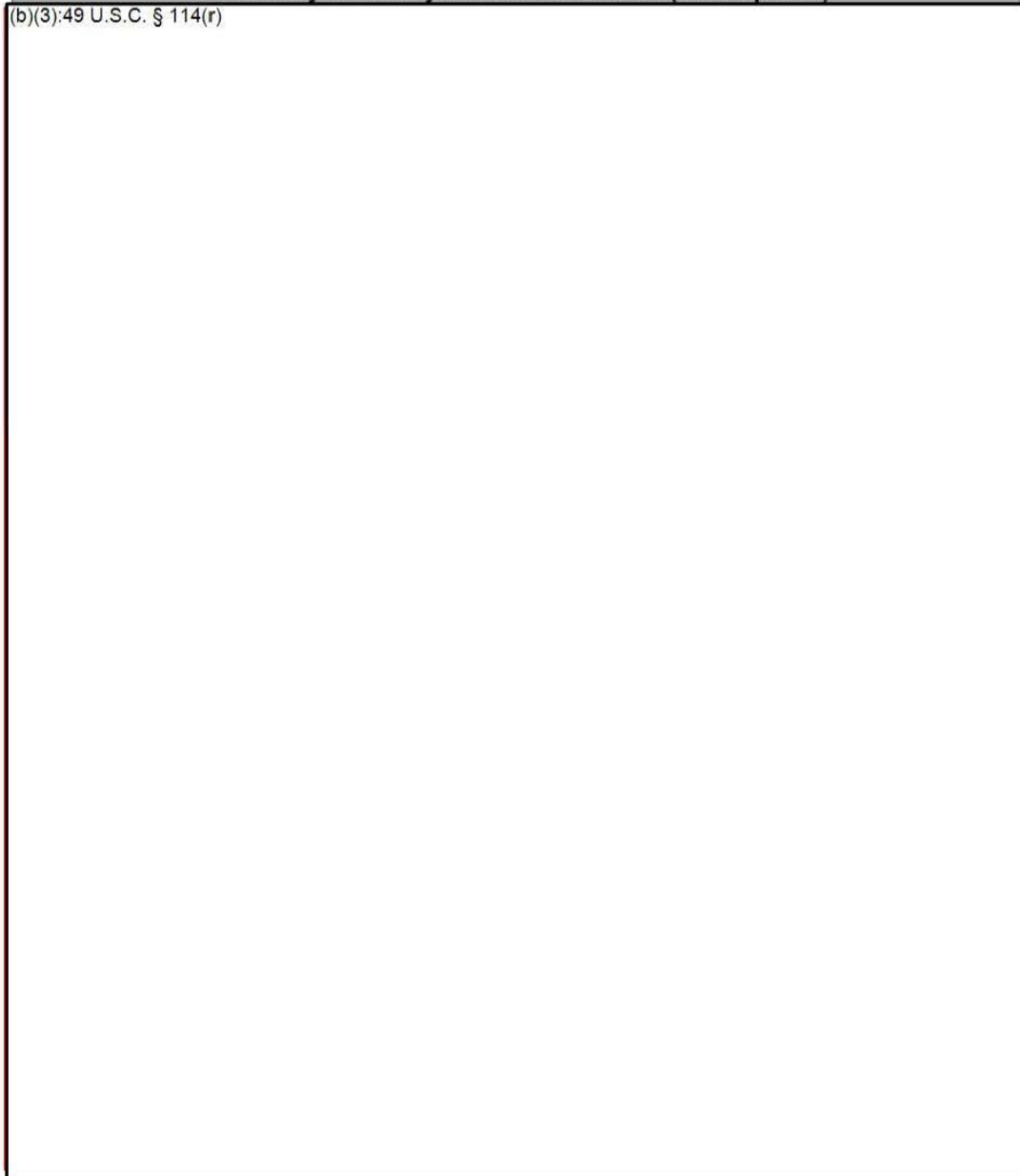
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**BDO Duty F: Notify a LEO and Others (as Required)**

(b)(3):49 U.S.C. § 114(r)



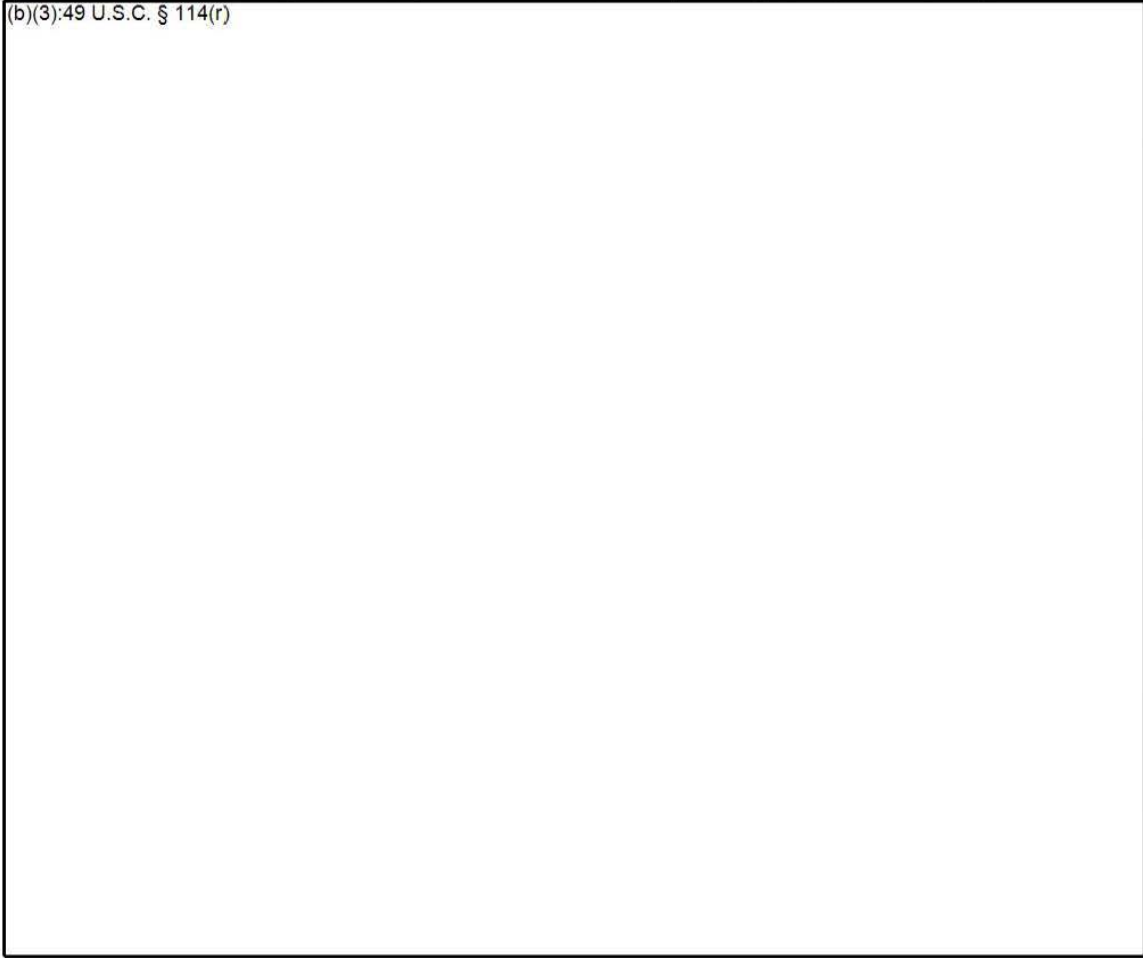
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**BDO Duty F: Notify a LEO and Others (as Required; Continued)**

(b)(3):49 U.S.C. § 114(r)



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**Sensitive Security Information (SSI)**

**BDO Duty F: Notify a LEO and Others (as Required; Continued)**

(b)(3);49 U.S.C. § 114(r)

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**Sensitive Security Information (SSI)**

**BDO Duty G: Conduct SPOT Referral Screening**

**SPOT Referral Screening Process**

(b)(3):49 U.S.C. § 114(r)

**SPOT Referral Screening of Persons**

(b)(3):49 U.S.C. § 114(r)

**SPOT Referral Screening of IDs and Travel Documents**

(b)(3):49 U.S.C. § 114(r)

L-13

**Sensitive Security Information (SSI)**

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~~Sensitive Security Information (SSI)~~

**BDO Duty G: Conduct SPOT Referral Screening (Continued)**

**SPOT Referral Screening of IDs and Travel Documents (Continued)**

(b)(3):49 U.S.C. § 114(r)

**SPOT Referral Screening of Accessible Property**

(b)(3):49 U.S.C. § 114(r)

L-14

~~Sensitive Security Information (SSI)~~

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**Sensitive Security Information (SSI)**

**BDO Duty G: Conduct SPOT Referral Screening (Continued)**

**SPOT Referral Screening of Checked Baggage**

(b)(3);49 U.S.C. § 114(r)

**SPOT Referral Screening of Casual Conversation**

(b)(3);49 U.S.C. § 114(r)

Add

Add

L-15

**Sensitive Security Information (SSI)**

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**BDO Duty H: Complete the SPOT Screening Process by Resolving SPOT Behaviors, or Requesting LEO Assistance**

**SPOT Referral Screening Resolution**

(b)(3):49 U.S.C. § 114(r)

**Individuals Not Entering the Screening Process**

(b)(3):49 U.S.C. § 114(r)

L-16

~~Sensitive Security Information (SSI)~~

**BDO Duty H: Complete the SPOT Screening Process by Resolving SPOT Behaviors, or Requesting LEO Assistance (Continued)**

**Individuals Not Entering the Screening Process (Continued)**

(b)(3):49 U.S.C. § 114(r)

**Immediate LEO Notification**

(b)(3):49 U.S.C. § 114(r)

L-17

~~Sensitive Security Information (SSI)~~

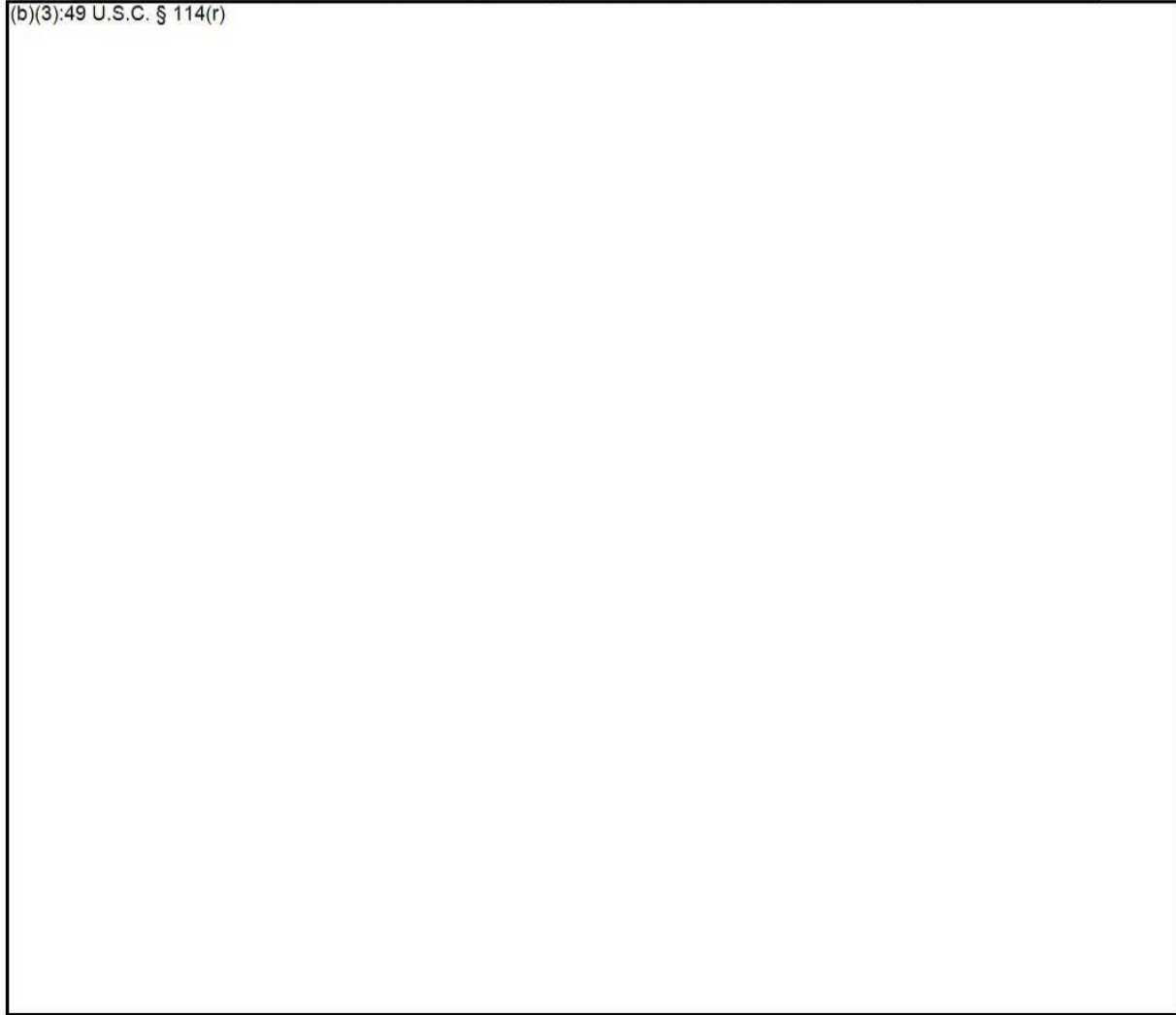
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~~Sensitive Security Information (SSI)~~

**BDO Duty H: Complete the SPOT Screening Process by Resolving SPOT Behaviors, or Requesting LEO Assistance (Continued)**

(b)(3):49 U.S.C. § 114(r)



~~Sensitive Security Information (SSI)~~

L-18

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~~Sensitive Security Information (SSI)~~

<b>BDO Duty H: Complete the SPOT Screening Process by Resolving SPOT Behaviors, or Requesting LEO Assistance (Continued)</b>	
Add	
Add	

L-19

~~Sensitive Security Information (SSI)~~

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**BDO Duty I: Complete All Appropriate Paperwork**

**SPOT Reporting Requirements**

(b)(3):49 U.S.C. § 114(r)

[Redacted content]

**SPOT Record-Keeping Requirements**

(b)(3):49 U.S.C. § 114(r)

[Redacted content]

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~~Sensitive Security Information (SSI)~~

BDO Duty I: Complete All Appropriate Paperwork (Continued)	
Add	
Add	

L-21

~~Sensitive Security Information (SSI)~~

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**Sensitive Security Information (SSI)**

**BDO Duty J: Provide Assistance in Other Areas or in Other Security Operations  
(as Needed)**

**SPOT Assist Requests**

(b)(3):49 U.S.C. § 114(r)

**Other SPOT Deployments**

(b)(3):49 U.S.C. § 114(r)

Add

Add

L-22

**Sensitive Security Information (SSI)**

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~~Sensitive Security Information (SSI)~~

<b>BDO Duty Other: MTSO – BDO Tasks</b>	
96	Conduct screening of passengers, baggage, and cargo (PAWBAGSICARGO), on a rotating basis, to maintain certification in all screening functions.
97	Ensure a smooth flow of passengers, baggage, and cargo through the screening checkpoints to facilitate the orderly and efficient processing of passengers.
98	Act in a professional and courteous manner at all times and recognize and specialize in serving the needs of individuals who may require special screening and assistance, to include, if so qualified, providing translation assistance to non-English speaking passengers.
99	Implement security screening procedures that are central to TSA objectives and that will serve to protect the traveling public by preventing any deadly or dangerous objects from being transported onto aircraft.
100	Immediately respond to breaches of security and emergency situations.
101	Relay professional but firm commands to individuals to control situations, including those that may become heated.
102	Operate various equipment such as walk-through and hand-held metal detectors, Explosive Detection System and Explosive Trace Detection system, and/or X-ray.
103	As assigned, participate in the operation and testing of new security equipment and techniques.
104	Secure unauthorized weapons and/or potentially hazardous materials and devices and prevent entry to secure areas and aircraft.

L-23

~~Sensitive Security Information (SSI)~~

<p style="text-align: center;"><small>WARNING: THIS RECORD CONTAINS SENSITIVE SECURITY INFORMATION THAT IS CONTROLLED UNDER 49 C.F.R. PARTS 15 AND 1520. NO PART OF THIS RECORD MAY BE DISCLOSED TO PERSONS WITHOUT A "NEED TO KNOW," AS DEFINED IN 49 C.F.R. PARTS 15 AND 1520, EXCEPT WITH THE WRITTEN PERMISSION OF THE ADMINISTRATOR OF THE TRANSPORTATION SECURITY ADMINISTRATION OR THE SECRETARY OF TRANSPORTATION. UNAUTHORIZED RELEASE MAY RESULT IN CIVIL PENALTIES OR OTHER ACTION. FOR U.S. GOVERNMENT AGENCIES, PUBLIC DISCLOSURE GOVERNED BY 5 U.S.C. 552 AND 49 C.F.R. PARTS 15 AND 1520.</small></p>
--

~~Sensitive Security Information (SSI)~~

<b>BDO Duty Other: MTSO – BDO Tasks (Continued)</b>	
105	Ensure the occupational health and safety guidelines are followed and any necessary decontamination procedures are completed in a timely manner.
106	Assist LEOs with investigation.
107	Write incident or other reports for superiors, LEOs, passengers, or other individuals.
Add	
Add	

~~Sensitive Security Information (SSI)~~

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~~Sensitive Security Information (SSI)~~

Additional BDO Duty K:	
Add	
Add	
Add	
Add	
Add	

L-25

~~Sensitive Security Information (SSI)~~

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~~Sensitive Security Information (SSI)~~

Additional BDO Duty L:	
Add	
Add	
Add	
Add	
Add	

L-26

~~Sensitive Security Information (SSI)~~

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~~Sensitive Security Information (SSI)~~

**Appendix M:  
BDO Job/Task Analysis Focus Group Worksheet:  
Knowledge, Skills, Abilities and  
Other Characteristics (KSAO) List**

M-1

~~Sensitive Security Information (SSI)~~

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## BDO FOCUS GROUP WORKSHEET

### Knowledge, Skills, Abilities, and Other Characteristics (KSAOs)

#### Participant Instructions

Keeping the definitions and examples of KSAOs in mind, please review the list of KSAOs on the following pages. This list includes all of the items we have identified as relevant to the BDO job so far. Your focus group facilitator will guide you through this process. Please feel free to write any comments or suggested changes to the list directly on this worksheet. The worksheets will be collected from you at the end of the session and analyzed in order to revise the KSAO statements according to your feedback.

During your review, please keep the following questions in mind:

- Is any knowledge, skill, ability, or other characteristic missing? If so, please provide the additional K, S, A, or O in the appropriate blank boxes.
- Are there redundancies? If so, cross out the redundant statement or portion of the statement.
- Do existing KSAO statements need to be changed to better reflect the job? If so, please indicate the changes you would make directly on the statement. For example, feel free to cross out words or add words into the statement in the box provided for the statement.
- Are the KSAO statements clearly defined? If not, please write clarification in the box where the statement is presented. If sufficient room is not available, indicate additional clarification for the statement on the back of the page.
- Does the list use commonly understood terminology? If not, please correct the statement in the box provided.

Thank You for Your Participation!

M-2

~~Sensitive Security Information (SSI)~~

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~~Sensitive Security Information (SSI)~~

BDO Knowledge Statements	
1	Knowledge of stress cues and appearance factors
2	Knowledge of fear cues and appearance factors
3	Knowledge of deception cues and appearance factors
4	Knowledge of the signs of deceptions (b)(3):49 U.S.C. § 114(r) (b)(3):49 U.S.C. § 114(r)
5	Knowledge of unusual items
6	Knowledge of prohibited items
7	Knowledge of possible suicide bomber indicators
8	Knowledge of signs of possible surveillance activity by individuals
9	Knowledge of proper alarm resolution procedures

M-3

~~Sensitive Security Information (SSI)~~

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<b>BDO Knowledge Statements (Continued)</b>	
10	Knowledge of screening procedures associated with discovery of prohibited items
11	Knowledge of special category screening procedures associated with special category screening, including, but not limited to diplomatic pouches and hazardous materials
12	Knowledge of Advanced Behavior Detection Training (ABDT) or other behavior detection training techniques
13	Knowledge of the Screening Management procedures when a diplomatic pouch is discovered
14	Knowledge of the Screening Checkpoint procedures if a prohibited item or hazardous materials are discovered during screening
15	Knowledge of permitted and prohibited items
16	Knowledge of current SPOT Standard Operating Procedures (SOP), including <ul style="list-style-type: none"><li>• SPOT theory &amp; background of the program</li><li>• Steps of SPOT referral process and scoring</li><li>• Determination of baselines and deviations from baselines</li><li>• Use of SPOT referral checklist</li><li>• Situations that merit automatic LEO notification</li><li>• Security breaches</li></ul>
17	Knowledge of current performance protocols (e.g., hand wandung techniques, special search methods)

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~~Sensitive Security Information (SSI)~~

BDO Knowledge Statements (Continued)	
18	Knowledge of information on travel documents

Additional BDO Knowledge Statements	

M-5

~~Sensitive Security Information (SSI)~~

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~~Sensitive Security Information (SSI)~~

<b>BDO Skill Statements</b>	
19	Skill in identifying behaviors and assigning the proper point value to them
20	Skill in interacting with the travelling public
21	Skill in identifying situations which would require immediate LEO notification
22	Skill in writing in a clear, concise, organized, and convincing manner for the intended audience
23	Skill in oral communication
24	Skill in effective listening
25	Skill in clarifying information
26	Skill in decision-making, including perceiving the impact and implications of decisions; making effective and timely decisions, even when data are limited or solutions produce unpleasant consequences; and remaining proactive
27	Skill in identifying individuals who appear to be the subject of an AMBER Alert, law enforcement, or other intelligence-driven report provided to the BDO

M-6

~~Sensitive Security Information (SSI)~~

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~~Sensitive Security Information (SSI)~~

<b>BDO Skill Statements (Continued)</b>	
28	Skill in considering and responding appropriately to the needs, feelings, and capabilities of different people in different situations
29	Skill in acting tactfully, compassionately and sensitively, and treating others with respect
30	Skill in adapting to behavior and work methods in response to new information, changing conditions, or unexpected obstacles
31	Skill in engaging in teamwork by encouraging and facilitating cooperation, pride, trust, and group identity; fostering commitment and team spirit; and working with others to achieve goals
32	Skill in self-management, including setting well-defined and realistic personal goals; displaying a high level of initiative, effort, and exhibiting commitment towards completing assignments in a timely manner; working with minimal supervision; remaining motivated to achieve; and demonstrating responsible behavior
33	Skill in creating a culture that fosters high standards of ethics
34	Skill in conducting an effective casual conversation
35	Skill in reading and comprehending SPOT SOPs and other training related materials
36	Skill in performing basic mental math to quickly add accrued behavior and appearance factor points

M-7

~~Sensitive Security Information (SSI)~~

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~~Sensitive Security Information (SSI)~~

Additional BDO Skill Statements	

M-8

~~Sensitive Security Information (SSI)~~

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<b>BDO Ability Statements</b>	
37	Ability to be detail-oriented, including conducting thorough checks when performing work and double-checking the accuracy of information to ensure high-quality and precise work products
38	Ability to behave in a fair and ethical manner toward others and demonstrate a sense of corporate responsibility and commitment to public service
39	Ability to balance customer service with public safety
40	Ability to work at a quick pace and manage slow times
41	Ability to maintain focus and awareness and work within a stressful environment
42	Ability to repeatedly lift and carry baggage weighing up to 70 pounds
43	Ability to maintain physical agility that would allow for squatting and bending
44	Ability to learn to inspect individuals' baggage/cargo

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<b>BDO Ability Statements (Continued)</b>	
45	Ability to stand for long periods of time
46	Ability to walk up to two (2) miles during a shift
47	Ability to maintain measured threshold for sight: <ul style="list-style-type: none"><li>• Distance vision correctable to 20/30 or better in the best eye and 20/100 or better in the worse eye</li><li>• Near vision correctable to 20/40 or better binocular</li></ul>
48	Ability to maintain measured threshold for hearing: <ul style="list-style-type: none"><li>• An average hearing loss of 25 decibels (ANSI) at 500, 1000, 2000 and 3000Hz in each ear</li><li>• Single reading of 45 decibels at 4000 and 6000 Hz in each ear</li></ul>
49	Ability to perceive/distinguish colors (e.g., red, green, blue, yellow, orange, purple, brown, black, white, gray)
50	Ability to act discretely when using quick reference materials on duty, communicating with other BDOs and TSOs, and when holding casual conversations with travelers

<b>Additional BDO Ability Statements</b>	

M-10

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<b>BDO Other Characteristics Statements</b>	
51	Honesty/Integrity
52	Commitment/Intensity
53	Professionalism
54	Innovation/Creativity
55	Extraversion
56	Resiliency

<b>Additional BDO Other Characteristics Statements</b>	

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**Appendix N:  
BDO Job/Task Analysis Focus Group Worksheet:  
TSA Competency List**

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## BDO FOCUS GROUP WORKSHEET

### Competency List

#### Participant Instructions

Below is a list of core and technical competencies and their definitions, as included in TSA's Competency Catalog on tsa.gov. Please place a checkmark (✓) in the column on the right if the competency applies to the work of a BDO. At the bottom of each list, there are blank rows to add additional competencies you believe are missing.

#### Core Competencies

	Competency	Definition	Does This Apply to BDOs? (✓ if "yes")
1.	<b>Accountability</b>	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.	
2.	<b>Administration and Management</b>	Applies business and management principles involved in strategic planning, resource allocation, and coordination of people and resources in support of organizational operations.	
3.	<b>Arithmetic and Mathematical Reasoning</b>	Performs computations such as addition, subtraction, multiplication, and division correctly; solves practical problems by choosing appropriately from a variety of mathematical techniques such as formulas and percentages.	
4.	<b>Attention to Detail</b>	Is thorough and precise when accomplishing a task with concern for all aspects of the job involved; double-checks the accuracy of information and work products to provide consistently accurate and high-quality work.	

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**Core Competencies (Continued)**

<b>Competency</b>		<b>Definition</b>	<b>Does This Apply to BDOs? (√ if "yes")</b>
5.	<b>Coaching &amp; Mentoring</b>	Provides clear, behaviorally specific performance feedback; makes suggestions for improvement in a manner that builds confidence and preserves self-esteem; works with individuals to develop improvement plans and achieve performance goals.	
6.	<b>Command Presence</b>	Demonstrates confidence and credibility in presence, demeanor, and conduct in performance of duties within the work environment.	
7.	<b>Conflict Management</b>	Encourages creative tension and differences of opinions; anticipates and takes steps to prevent counter-productive confrontations; manages and resolves conflicts and disagreements in a constructive manner.	
8.	<b>Conscientiousness</b>	Demonstrates responsible and dependable behavior; takes responsibility for personal performance through a high level of effort and commitment.	
9.	<b>Continual Learning</b>	Assesses and recognizes own strengths and weaknesses; pursues self-development.	
10.	<b>Creativity and Innovation</b>	Develops new insights into situations; questions conventional approaches; encourages new ideas and innovations; designs and implements new or cutting edge programs/processes.	
11.	<b>Critical Thinking</b>	Analyzes and evaluates information gathered by observation, experience, reflection, reasoning, or communication to draw conclusions and acts on them; processes and generates information to guide behavior; assesses surroundings and identifies potential risk.	

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**Core Competencies (Continued)**

Competency		Definition	Does This Apply to BDOs? (√ if "yes")
12.	<b>Customer Service</b>	Anticipates and meets the needs of both internal and external customers. Delivers high-quality products and services; is committed to continuous improvement.	
13.	<b>Decisiveness (Decision Making)</b>	Makes well-informed, effective, and timely decisions, even when data are limited or solutions produce unpleasant consequences; perceives the impact and implications of decisions.	
14.	<b>Developing Others</b>	Develops the ability of others to perform and contribute to the organization by providing ongoing feedback and by providing developmental opportunities to learn through formal and informal methods.	
15.	<b>Diversity Awareness</b>	Recognizes variations among cultures and treats all people with respect; establishes and maintains effective working relationships with people from different backgrounds; provides a supportive work environment for the multicultural workforce by showing sensitivity to individual differences and treating others fairly; values and encourages varied perspectives, unique skills, and talents.	
16.	<b>Entrepreneurship</b>	Positions the organization for future success by identifying new opportunities; builds the organization by developing or improving products or services; takes calculated risks to accomplish organizational objectives.	
17.	<b>External Awareness</b>	Understands and keeps up-to-date on local, national, and international policies and trends that affect the organization and shape stakeholders' views; is aware of the organization's impact on the external environment.	
18.	<b>Flexibility</b>	Is open to change and new information; rapidly adapts to new information, changing conditions, or unexpected obstacles.	

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**Core Competencies (Continued)**

	<b>Competency</b>	<b>Definition</b>	<b>Does This Apply to BDOs? (√ if "yes")</b>
19.	<b>Incident Management</b>	Applies skills used to address situations that threaten the integrity of operations and/or the safety and security of people and significant assets.	
20.	<b>Influencing/Negotiating</b>	Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals.	
21.	<b>Integrity/Honesty</b>	Behaves in an honest, fair, and ethical manner; shows consistency in words and actions; models high standards of ethics.	
22.	<b>Interpersonal Skills</b>	Treats others with courtesy, sensitivity, and respect; considers and responds appropriately to the needs and feelings of different people in different situations.	
23.	<b>Leveraging Diversity</b>	Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization.	
24.	<b>Managing and Organizing Information</b>	Gathers and systematically maintains data; determines its importance, accuracy, and effectiveness; and presents it by using a variety of methods to meet a specific need.	
25.	<b>Multitasking</b>	Manages a high volume of work by balancing competing deadlines and priorities effectively amongst a variety of diverse tasks.	
26.	<b>Oral Communication</b>	Makes clear and convincing oral presentations; listens effectively; clarifies information as needed.	
27.	<b>Organizational Awareness</b>	Demonstrates commitment to the organization's mission, functions, policies, and procedures, and interfaces with other stakeholders to operate effectively.	

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~~Sensitive Security Information (SSI)~~

**Core Competencies (Continued)**

Competency		Definition	Does This Apply to BDOs? (√ if "yes")
28.	<b>Partnering</b>	Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals.	
29.	<b>Planning and Evaluating</b>	Determines objectives and strategies in order to meet goals; organizes work, sets priorities, and determines resource requirements; anticipates opportunities and assesses potential threats to project/program completion; monitors and evaluates the progress and outcomes of projects/programs.	
30.	<b>Political Savvy</b>	Identifies the internal and external politics that impact the work of the organization; perceives organizational and political reality and acts accordingly.	
31.	<b>Problem Solving</b>	Identifies and analyzes problems; weighs relevance and accuracy of information; generates and evaluates alternative solutions; makes recommendations.	
32.	<b>Public Service Motivation</b>	Shows a commitment to serve the public; ensures that actions meet public needs; aligns organizational objectives and practices with public interests.	
33.	<b>Reading</b>	Understands and interprets written material, including technical material, rules, regulations, instructions, reports, charts, graphs, or tables; applies what is learned from written material to specific situations.	

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**Core Competencies (Continued)**

Competency		Definition	Does This Apply to BDOs? (√ if "yes")
34.	<b>Self Management</b>	Sets well-defined and realistic personal goals; displays a high level of initiative, effort, and commitment towards completing assignments in a timely manner; works with minimal supervision; is motivated to achieve; demonstrates responsible behavior.	
35.	<b>Situational Awareness</b>	Recognizes that the environment is both complex and constantly changing; maintains engagement with team and environment while performing individual duties.	
36.	<b>Strategic Thinking</b>	Formulates objectives and priorities, and implements plans consistent with the long-term business and competitive interests of the organization in a global environment; capitalizes on opportunities and manages risks.	
37.	<b>Team Building</b>	Inspires and fosters team commitment, spirit, pride, and trust; facilitates cooperation and motivates team members to accomplish group goals.	
38.	<b>Teamwork</b>	Works cooperatively with others to achieve shared goals; openly shares information, knowledge, and expertise with the team; puts team goals ahead of individual/personal goals.	
39.	<b>Time Management</b>	Concentrates efforts on the most important priorities; makes effective decisions within specified timeframes and takes appropriate action; allocates time effectively to reach goals.	
40.	<b>Vision</b>	Takes a long-term view and builds a shared vision with others; acts as a catalyst for organizational change; influences others to translate vision into action.	
41.	<b>Written Communication</b>	Writes in a clear, concise, organized, and convincing manner for the intended audience.	

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<p style="text-align: center;"><small>WARNING: THIS RECORD CONTAINS SENSITIVE SECURITY INFORMATION THAT IS CONTROLLED UNDER 49 C.F.R. PARTS 15 AND 1520. NO PART OF THIS RECORD MAY BE DISCLOSED TO PERSONS WITHOUT A "NEED TO KNOW," AS DEFINED IN 49 C.F.R. PARTS 15 AND 1520, EXCEPT WITH THE WRITTEN PERMISSION OF THE ADMINISTRATOR OF THE TRANSPORTATION SECURITY ADMINISTRATION OR THE SECRETARY OF TRANSPORTATION. UNAUTHORIZED RELEASE MAY RESULT IN CIVIL PENALTIES OR OTHER ACTION. FOR U.S. GOVERNMENT AGENCIES, PUBLIC DISCLOSURE GOVERNED BY 5 U.S.C. 552 AND 49 C.F.R. PARTS 15 AND 1520.</small></p>
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**Additional Core Competencies**

Competency	Definition

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### Technical Competencies

Competency		Definition	Does This Apply to BDOs? (√ if "yes")
42.	<b>Application of Screening Standard Operating Procedures</b>	Applies knowledge of permitted and prohibited items and current Standardized Operating Procedures (SOP) to include security breach, current performance protocols (e.g., hand wand techniques and special search methods), information on travel documents and procedures for reporting equipment failure.	
43.	<b>Data Analysis</b>	Collects information to determine the validity and application of various types of data; applies different strategies for acquiring data; analyzes information and makes reasonable inferences or draws well-supported conclusions.	
44.	<b>Financial Management</b>	Understands the organization's financial processes; prepares, justifies, and administers the program budget; oversees procurement and contracting to achieve desired results; monitors expenditures and uses cost-benefit thinking to set priorities.	
45.	<b>Government Administrative Systems</b>	Determines compliance with government policies and procedures; cooperates with inspections and audits.	
46.	<b>Human Capital Management</b>	Builds and manages workforce based on organizational goals, budget considerations, and staffing needs; ensures that employees are appropriately recruited, selected, appraised, and rewarded; takes action to address performance problems; manages a multi-sector workforce, and a variety of work situations.	
47.	<b>Investigative Skills</b>	Recognizes, collects, and presents evidence that reconstructs events, sequences, and time elements; and establishes relationships, responsibilities, legal liabilities, and conflicts of interest, in a manner that meets requirements for presentation(s).	

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**Technical Competencies (Continued)**

Competency		Definition	Does This Apply to BDOs? (√ if "yes")
48.	<b>Law Enforcement Proficiency</b>	Applies administrative and criminal investigative techniques and procedures; demonstrates knowledge of criminal statutes, rules of evidence, precedent court decisions, legal aspects of investigations, interviewing techniques, and examination of evidentiary documents or material and the functions and jurisdictions of other Federal, State, and local law enforcement agencies.	
49.	<b>Occupational Safety and Health Policies and Procedures</b>	Applies knowledge of occupational safety and health protocols and requirements such as lifting techniques, blood-borne pathogens, and safety hazard identification.	
50.	<b>Operations Management</b>	Directs all aspects of a program to ensure that work progresses toward achieving goals and objectives; assesses short- and long-term resource requirements and advises leadership on ways to address these requirements; evaluates overall program effectiveness and adjusts strategies as needed to ensure performance standards are met.	
51.	<b>Resilience</b>	Deals effectively with pressure; remains optimistic and persistent, even under adversity; recovers quickly from setbacks.	
52.	<b>Respecting Privacy and Preserving Freedoms</b>	Ensures that systems, processes, and practices are effectively established and implemented to respect and protect the privacy of individuals affected by TSA's transportation security activities.	
53.	<b>Risk Management</b>	Demonstrated ability to access, critically analyze, evaluate, and apply risk information to the decision making process in support of organizational goals and objectives.	

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**Technical Competencies (Continued)**

<b>Competency</b>		<b>Definition</b>	<b>Does This Apply to BDOs? (√ if "yes")</b>
54.	<b>Security Components and Programs in DHS and Other Organizations</b>	Applies knowledge of security programs and activities in other components of DHS and other government agencies that impact, are impacted by, or otherwise related to TSA security operations and programs.	
55.	<b>Security Directives and Regulations</b>	Applies knowledge of TSA transportation security policies, directives, and regulations, including on-going regulations and new or emerging directives, as well as understanding of how to implement the policies, directives, and regulations in local TSA airport and/or FAMS operations.	
56.	<b>Security Equipment Proficiency</b>	Operation of security equipment (e.g., passenger X-ray technology, baggage X-ray technology, Explosive Trace Detection, passenger screening wands, magnetometer/walk through metal detector, two-way radios).	
57.	<b>Security Screening Policies and Procedures</b>	Knowledge of permitted and prohibited items, knowledge of current Standard Operating Knowledge of permitted and prohibited items, knowledge of current Standardized Operating Procedures (SOP) including security breach, knowledge of current performance protocols (e.g., hand wand techniques and special search methods), knowledge of information on travel documents.	
58.	<b>Technical Credibility</b>	Understands and appropriately applies principles, procedures, requirements, regulations, and policies related to specialized expertise.	

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**Technical Competencies (Continued)**

	<b>Competency</b>	<b>Definition</b>	<b>Does This Apply to BDOs? (√ if "yes")</b>
59.	<b>Technology Application</b>	Uses machines, tools, and equipment effectively; uses computers and computer applications to prepare documents and communicate information in the appropriate format.	
60.	<b>Technology Management</b>	Keeps up-to-date on technological developments; makes effective use of technology to achieve results; ensures access to and security of technology systems.	
61.	<b>Training Development</b>	Applies learning theories, methods, and principles of adult education to one or more of the five phases of the Instructional System Design process to create and/or review training programs.	
62.	<b>Training Instruction</b>	Delivers or facilitates training using a combination of training delivery techniques and technical subject matter expertise; applies adult learning methodology to implement educational techniques which best compliment the curriculum and the audience.	
63.	<b>Transportation Security Proficiency</b>	Understands the range of security issues, threats, and challenges facing TSA; the roles of other federal, state, and local government agencies in addressing them; and the frameworks for effectively analyzing and addressing them.	

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**Technical Competencies (Continued)**

Competency		Definition	Does This Apply to BDOs? (√ if "yes")
64.	<b>Visual Observation</b>	Noticing details and paying attention to instructions, demonstrations, and other activities; taking in and recalling incoming visual sensory information and using it to make predictions, comparison, and/or evaluations; recognizing differences or similarities, or sensing challenges in circumstances of event; discerning between relevant visual cues or information and irrelevant or distracting information; visually inspecting persons, property, or equipment.	

**Additional Technical Competencies**

Competency	Definition

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## **Appendix O: BDO Job/Task Analysis Focus Group Worksheet: Tools/Equipment List**

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## BDO FOCUS GROUP WORKSHEET

### Tools/Equipment

#### Participant Instructions

Please review the list of tools/equipment on the following pages. This list includes all of the items we have identified as relevant to the BDO job so far. Your focus group facilitator will guide you through this process. Please feel free to write any comments or suggested changes to the list directly on this worksheet. The worksheets will be collected from you at the end of the session and analyzed in order to revise the list of tools/equipment according to your feedback.

During your review, please keep the following questions in mind:

- Are any tools or equipment missing? If so, please provide the additional tool(s) in the appropriate blank boxes at the end of the list.
- Are there redundancies? If so, cross out the redundant statement or portion of the statement.
- Does the list use commonly understood terminology? If not, please correct the statement in the box provided.

Thank You for Your Participation!

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<b>BDO Tools/Equipment</b>	
1	A TSA-issued cell phone
2	A TSA-issued working radio
3	Explosives trace detection (ETD) equipment
4	Cameras or video capturing device
5	A working black light (if available)
6	A magnification loupe (if available)
7	A writing instrument and a notebook
8	A set of SPOT Assist Cards
9	A copy of Additional Screening procedures for SPOT Referrals in the Whole Body Imager (WBI) Standard Operating Procedures (SOP)

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~~Sensitive Security Information (SSI)~~

<b>BDO Tools/Equipment (Continued)</b>	
10	A copy of the SPOT Referral Report
11	A copy of the SPOT Incident Report
12	A copy of the SPOT After-Action Report
13	Performance and Results Information System (PARIS)
14	SPOT database

<b>BDO Tools/Equipment - Additions</b>	
Add	
Add	
Add	

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## Appendix P: Sample of Compiled Focus Group Data

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## SAMPLE OF COMPILED FOCUS GROUP DATA

Table P-1 provides an example of the compilation of data resulting from the BDO job/task analysis focus groups. This table is intended to provide only a sample of data compiled. Therefore, only the first 10 tasks reviewed during the focus groups are listed; and only the data received from 4 of 11 focus groups are provided. The final column includes the final statement, as determined by the team of job analysts.

**Table P-1. Sample of Compiled Task List Data**

ID	Task Statement (Pre-Focus Group)	Site 1	Site 2	Site 3	Site 4	Site 4	Final
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(b)(3):49 U.S.C. § 114(r)

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Table P-1. Sample of Compiled Task List Data (Continued)

ID	Task Statement (Pre-Focus Group)	Site 1	Site 2	Site 3	Site 4	Site 4	Final
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~~Duty A: Preparation~~

(b)(3):49 U.S.C. § 114(r)

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Table P-1. Sample of Compiled Task List Data (Continued)

ID	Task Statement (Pre-Focus Group)	Site 1	Site 2	Site 3	Site 4	Site 4	Final
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(b)(3):49 U.S.C. § 114(r)

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Table P-1. Sample of Compiled Task List Data (Continued)

ID	Task Statement (Pre-Focus Group)	Site 1	Site 2	Site 3	Site 4	Site 4	Final
<b>Duty A: Preparation</b>							

(b)(3):49 U.S.C. § 114(r)



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## Appendix Q: Final BDO Tools and Equipment List

Q-1

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## ~~BDO TOOLS AND EQUIPMENT LIST~~

Table Q-1 provides the list of BDO tools and equipment that resulted from the review of data received across sites during the job/task analysis focus groups.

**Table Q-1. BDO Tools and Equipment List**

<b>ID</b>	<b>Tool or Equipment</b>
1	TSA-issued cell phone
2	TSA-issued two-way radio and supporting equipment (e.g., battery, battery charger)
3	TSA-issued uniform and inclement weather gear
4	Explosives trace detection (ETD) equipment
5	Cameras or video capturing device
6	Black light
7	Magnification loupe
8	Writing instrument
9	Notebook
10	SPOT Assist Cards
11	SPOT Standard Operating Procedures (SOP)
12	SPOT Referral Report form
13	SPOT Incident Report form
14	SPOT After-Action Report form
15	SPOT database
16	Performance and Results Information System (PARIS)
17	Performance Management Information System (PMIS)
18	Computer hardware to access relevant software and applications
19	Word processing software
20	Software to create and manage spreadsheets
21	Software to send and receive electronic mail

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## Appendix R: Summarized TSA Competency Data

R-1

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## SUMMARIZED TSA COMPETENCY DATA

During the job analysis site visits, focus group participants were asked to review the TSA competency catalog and identify the competencies they believed were relevant to the BDO job. As time permitted, AIR research scientists facilitated group discussions concerning the competency selections and attempted to reach consensus on the applicability of each competency.

Table R-1 provides the key for how the data are summarized. Table R-2 provides each competency as it was presented during the focus groups and the resulting feedback.

**Table R-1. Descriptions of Indicators for Site Feedback on Competencies**

Indicator	Description
★★★	All 7 sites agreed that the competency was relevant to the BDO job.
★★	The majority of sites (at least 5 of 7) agreed that the competency was relevant to the BDO job.
★	Few sites (at least 3 of 7) agreed that the competency was relevant to the BDO job.
X	The majority of sites (at least 5 of 7) agreed that the competency was <u>not</u> relevant to the BDO job.

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Table R-2. Descriptions of Indicators for Site Feedback on Competencies

ID	Competency Type	Competency Category	Competency	Site Feedback	Notes
1	Core Competency	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.	***	
2	Core Competency	Administration and Management	Applies business and management principles involved in strategic planning, resource allocation, and coordination of people and resources in support of organizational operations.	**	
3	Core Competency	Arithmetic and Mathematical Reasoning	Performs computations such as addition, subtraction, multiplication, and division correctly; solves practical problems by choosing appropriately from a variety of mathematical techniques such as formulas and percentages.	***	
4	Core Competency	Attention to Detail	Is thorough and precise when accomplishing a task with concern for all aspects of the job involved; double-checks the accuracy of information and work products to provide consistently accurate and high-quality work.	***	
5	Core Competency	Coaching & Mentoring	Provides clear, behaviorally specific performance feedback; makes suggestions for improvement in a manner that builds confidence and preserves self-esteem; works with individuals to develop improvement plans and achieve performance goals.	**	

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**Table R-2. Descriptions of Indicators for Site Feedback on Competencies (Continued)**

ID	Competency Type	Competency Category	Competency	Site Feedback	Notes
6	Core Competency	Command Presence	Demonstrates confidence and credibility in presence, demeanor, and conduct in performance of duties within the work environment.	***	
7	Core Competency	Conflict Management	Encourages creative tension and differences of opinions; anticipates and takes steps to prevent counter-productive confrontations; manages and resolves conflicts and disagreements in a constructive manner.	***	
8	Core Competency	Conscientiousness	Demonstrates responsible and dependable behavior; takes responsibility for personal performance through a high level of effort and commitment.	***	
9	Core Competency	Continual Learning	Assesses and recognizes own strengths and weaknesses; pursues self-development.	***	
10	Core Competency	Creativity and Innovation	Develops new insights into situations; questions conventional approaches; encourages new ideas and innovations; designs and implements new or cutting edge programs/processes.	**	

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**Table R-2. Descriptions of Indicators for Site Feedback on Competencies (Continued)**

ID	Competency Type	Competency Category	Competency	Site Feedback	Notes
11	Core Competency	Critical Thinking	Analyzes and evaluates information gathered by observation, experience, reflection, reasoning, or communication to draw conclusions and acts on them; processes and generates information to guide behavior; assesses surroundings and identifies potential risk.	***	
12	Core Competency	Customer Service	Anticipates and meets the needs of both internal and external customers. Delivers high-quality products and services; is committed to continuous improvement.	***	
13	Core Competency	Decisiveness (Decision Making)	Makes well-informed, effective, and timely decisions, even when data are limited or solutions produce unpleasant consequences; perceives the impact and implications of decisions.	***	
14	Core Competency	Developing Others	Develops the ability of others to perform and contribute to the organization by providing ongoing feedback and by providing developmental opportunities to learn through formal and informal methods.	**	

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**Table R-2. Descriptions of Indicators for Site Feedback on Competencies (Continued)**

ID	Competency Type	Competency Category	Competency	Site Feedback	Notes
15	Core Competency	Diversity Awareness	Recognizes variations among cultures and treats all people with respect; establishes and maintains effective working relationships with people from different backgrounds; provides a supportive work environment for the multicultural workforce by showing sensitivity to individual differences and treating others fairly; values and encourages varied perspectives, unique skills, and talents.	***	
16	Core Competency	Entrepreneurship	Positions the organization for future success by identifying new opportunities; builds the organization by developing or improving products or services; takes calculated risks to accomplish organizational objectives.	X	
17	Core Competency	External Awareness	Understands and keeps up-to-date on local, national, and international policies and trends that affect the organization and shape stakeholders' views; is aware of the organization's impact on the external environment.	***	
18	Core Competency	Flexibility	Is open to change and new information; rapidly adapts to new information, changing conditions, or unexpected obstacles.	***	

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**Table R-2. Descriptions of Indicators for Site Feedback on Competencies (Continued)**

ID	Competency Type	Competency Category	Competency	Site Feedback	Notes
19	Core Competency	Incident Management	Applies skills used to address situations that threaten the integrity of operations and/or the safety and security of people and significant assets.	***	
20	Core Competency	Influencing/ Negotiating	Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals.	**	
21	Core Competency	Integrity/Honesty	Behaves in an honest, fair, and ethical manner; shows consistency in words and actions; models high standards of ethics.	***	
22	Core Competency	Interpersonal Skills	Treats others with courtesy, sensitivity, and respect; considers and responds appropriately to the needs and feelings of different people in different situations.	***	
23	Core Competency	Leveraging Diversity	Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization.	**	

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Table R-2. Descriptions of Indicators for Site Feedback on Competencies (Continued)

ID	Competency Type	Competency Category	Competency	Site Feedback	Notes
24	Core Competency	Managing and Organizing Information	Gathers and systematically maintains data; determines its importance, accuracy, and effectiveness; and presents it by using a variety of methods to meet a specific need.	***	
25	Core Competency	Multitasking	Manages a high volume of work by balancing competing deadlines and priorities effectively amongst a variety of diverse tasks.	***	
26	Core Competency	Oral Communication	Makes clear and convincing oral presentations; listens effectively; clarifies information as needed.	***	
27	Core Competency	Organizational Awareness	Demonstrates commitment to the organization's mission, functions, policies, and procedures, and interfaces with other stakeholders to operate effectively.	***	
28	Core Competency	Partnering	Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals.	***	

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Table R-2. Descriptions of Indicators for Site Feedback on Competencies (Continued)

ID	Competency Type	Competency Category	Competency	Site Feedback	Notes
29	Core Competency	Planning and Evaluating	Determines objectives and strategies in order to meet goals; organizes work, sets priorities, and determines resource requirements; anticipates opportunities and assesses potential threats to project/program completion; monitors and evaluates the progress and outcomes of projects/programs.	★	
30	Core Competency	Political Savvy	Identifies the internal and external politics that impact the work of the organization; perceives organizational and political reality and acts accordingly.	★	
31	Core Competency	Problem Solving	Identifies and analyzes problems; weighs relevance and accuracy of information; generates and evaluates alternative solutions; makes recommendations.	★★★	
32	Core Competency	Public Service Motivation	Shows a commitment to serve the public; ensures that actions meet public needs; aligns organizational objectives and practices with public interests.	★★	

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Table R-2. Descriptions of Indicators for Site Feedback on Competencies (Continued)

ID	Competency Type	Competency Category	Competency	Site Feedback	Notes
33	Core Competency	Reading	Understands and interprets written material, including technical material, rules, regulations, instructions, reports, charts, graphs, or tables; applies what is learned from written material to specific situations.	***	
34	Core Competency	Self Management	Sets well-defined and realistic personal goals; displays a high level of initiative, effort, and commitment towards completing assignments in a timely manner; works with minimal supervision; is motivated to achieve; demonstrates responsible behavior.	***	
35	Core Competency	Situational Awareness	Recognizes that the environment is both complex and constantly changing; maintains engagement with team and environment while performing individual duties.	***	
36	Core Competency	Strategic Thinking	Formulates objectives and priorities, and implements plans consistent with the long-term business and competitive interests of the organization in a global environment; capitalizes on opportunities and manages risks.	**	
37	Core Competency	Team Building	Inspires and fosters team commitment, spirit, pride, and trust; facilitates cooperation and motivates team members to accomplish group goals.	***	

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Table R-2. Descriptions of Indicators for Site Feedback on Competencies (Continued)

ID	Competency Type	Competency Category	Competency	Site Feedback	Notes
38	Core Competency	Teamwork	Works cooperatively with others to achieve shared goals; openly shares information, knowledge, and expertise with the team; puts team goals ahead of individual/personal goals.	***	
39	Core Competency	Time Management	Concentrates efforts on the most important priorities; makes effective decisions within specified timeframes and takes appropriate action; allocates time effectively to reach goals.	***	
40	Core Competency	Vision	Takes a long-term view and builds a shared vision with others; acts as a catalyst for organizational change; influences others to translate vision into action.	*	
41	Core Competency	Written Communication	Writes in a clear, concise, organized, and convincing manner for the intended audience.	***	

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Table R-2. Descriptions of Indicators for Site Feedback on Competencies (Continued)

ID	Competency Type	Competency Category	Competency	Site Feedback	Notes
42	Technical Competency	Application of Screening Standard Operating Procedures	Applies knowledge of permitted and prohibited items and current Standardized Operating Procedures (SOP) to include security breach, current performance protocols (e.g., hand wand techniques and special search methods), information on travel documents and procedures for reporting equipment failure.	★ ★ ★	One site indicated that references to hand-wanding and "special" search methods are not relevant to the BDO job. This is consistent with feedback obtained from a review of BDO tasks.
43	Technical Competency	Data Analysis	Collects information to determine the validity and application of various types of data; applies different strategies for acquiring data; analyzes information and makes reasonable inferences or draws well-supported conclusions.	★ ★	
44	Technical Competency	Financial Management	Understands the organization's financial processes; prepares, justifies, and administers the program budget; oversees procurement and contracting to achieve desired results; monitors expenditures and uses cost-benefit thinking to set priorities.	★	
45	Technical Competency	Government Administrative Systems	Determines compliance with government policies and procedures; cooperates with inspections and audits.	★	

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**Table R-2. Descriptions of Indicators for Site Feedback on Competencies (Continued)**

ID	Competency Type	Competency Category	Competency	Site Feedback	Notes
46	Technical Competency	Human Capital Management	Builds and manages workforce based on organizational goals, budget considerations, and staffing needs; ensures that employees are appropriately recruited, selected, appraised, and rewarded; takes action to address performance problems; manages a multi-sector workforce, and a variety of work situations.	X	
47	Technical Competency	Investigative Skills	Recognizes, collects, and presents evidence that reconstructs events, sequences, and time elements; and establishes relationships, responsibilities, legal liabilities, and conflicts of interest, in a manner that meets requirements for presentation(s).	***	
48	Technical Competency	Law Enforcement Proficiency	Applies administrative and criminal investigative techniques and procedures; demonstrates knowledge of criminal statutes, rules of evidence, precedent court decisions, legal aspects of investigations, interviewing techniques, and examination of evidentiary documents or material and the functions and jurisdictions of other Federal, State, and local law enforcement agencies.	X	
49	Technical Competency	Occupational Safety and Health Policies and Procedures	Applies knowledge of occupational safety and health protocols and requirements such as lifting techniques, blood-borne pathogens, and safety hazard identification.	***	

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Table R-2. Descriptions of Indicators for Site Feedback on Competencies (Continued)

ID	Competency Type	Competency Category	Competency	Site Feedback	Notes
50	Technical Competency	Operations Management	Directs all aspects of a program to ensure that work progresses toward achieving goals and objectives; assesses short- and long-term resource requirements and advises leadership on ways to address these requirements; evaluates overall program effectiveness and adjusts strategies as needed to ensure performance standards are met.	★	
51	Technical Competency	Resilience	Deals effectively with pressure; remains optimistic and persistent, even under adversity; recovers quickly from setbacks.	★★★	
52	Technical Competency	Respecting Privacy and Preserving Freedoms	Ensures that systems, processes, and practices are effectively established and implemented to respect and protect the privacy of individuals affected by TSA's transportation security activities.	★★★	
53	Technical Competency	Risk Management	Demonstrated ability to access, critically analyze, evaluate, and apply risk information to the decision making process in support of organizational goals and objectives.	★★	

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Table R-2. Descriptions of Indicators for Site Feedback on Competencies (Continued)

ID	Competency Type	Competency Category	Competency	Site Feedback	Notes
54	Technical Competency	Security Components and Programs in DHS and Other Organizations	Applies knowledge of security programs and activities in other components of DHS and other government agencies that impact, are impacted by, or otherwise related to TSA security operations and programs.	★★	
55	Technical Competency	Security Directives and Regulations	Applies knowledge of TSA transportation security policies, directives, and regulations, including on-going regulations and new or emerging directives, as well as understanding of how to implement the policies, directives, and regulations in local TSA airport and/or FAMS operations.	★★★	
56	Technical Competency	Security Equipment Proficiency	Operation of security equipment (e.g., passenger X-ray technology, baggage X-ray technology, Explosive Trace Detection, passenger screening wands, magnetometer/walk through metal detector, two-way radios).	★★★	One site indicated that references to X-ray technology, screening wand, and magnetometer are not relevant to the BDO job. This is consistent with feedback obtained from a review of BDO tasks.

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Table R-2. Descriptions of Indicators for Site Feedback on Competencies (Continued)

ID	Competency Type	Competency Category	Competency	Site Feedback	Notes
57	Technical Competency	Security Screening Policies and Procedures	Knowledge of permitted and prohibited items, knowledge of current Standard Operating Knowledge of permitted and prohibited items, knowledge of current Standardized Operating Procedures (SOP) including security breach, knowledge of current performance protocols (e.g., hand wandng techniques and special search methods), knowledge of information on travel documents.	***	
58	Technical Competency	Technical Credibility	Understands and appropriately applies principles, procedures, requirements, regulations, and policies related to specialized expertise.	***	
59	Technical Competency	Technology Application	Uses machines, tools, and equipment effectively; uses computers and computer applications to prepare documents and communicate information in the appropriate format.	***	
60	Technical Competency	Technology Management	Keeps up-to-date on technological developments; makes effective use of technology to achieve results; ensures access to and security of technology systems.	***	

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**Table R-2. Descriptions of Indicators for Site Feedback on Competencies (Continued)**

ID	Competency Type	Competency Category	Competency	Site Feedback	Notes
61	Technical Competency	Training Development	Applies learning theories, methods, and principles of adult education to one or more of the five phases of the Instructional System Design process to create and/or review training programs.	★	
62	Technical Competency	Training Instruction	Delivers or facilitates training using a combination of training delivery techniques and technical subject matter expertise; applies adult learning methodology to implement educational techniques which best compliment the curriculum and the audience.	★	
63	Technical Competency	Transportation Security Proficiency	Understands the range of security issues, threats, and challenges facing TSA; the roles of other federal, state, and local government agencies in addressing them; and the frameworks for effectively analyzing and addressing them.	★★★	
64	Technical Competency	Visual Observation	Noticing details and paying attention to instructions, demonstrations, and other activities; taking in and recalling incoming visual sensory information and using it to make predictions, comparison, and/or evaluations; recognizing differences or similarities, or sensing challenges in circumstances of event; discerning between relevant visual cues or information and irrelevant or distracting information; visually inspecting persons, property, or equipment.	★★★	

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## Appendix S: Selection and Training Recommendations

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## BDO SUBJECT MATTER EXPERT SELECTION AND TRAINING RECOMMENDATIONS

The American Institutes for Research (AIR) is currently conducting a job analysis update for the Transportation Security Administration's (TSA) Behavior Detection Officer (BDO) job. As part of the job analysis process, AIR conducted site visits at the following 11 airports across the United States:

- General Edward Lawrence Logan International Airport (BOS),
- Baltimore/Washington International Airport (BWI),
- Detroit Metropolitan Wayne County Airport (DTW),
- Bishop International Airport (FNT),
- Honolulu International Airport (HNL),
- Kona International Airport (KOA),
- Orlando International Airport (MCO),
- Palm Springs International Airport (PSP),
- Theodore Francis Green Memorial State Airport (PVD),
- San Diego International Airport (SAN), and
- Orlando Sanford International Airport (SFB).

At each site, AIR representatives conducted semi-structured interviews with BDO subject matter experts (SMEs)<sup>5</sup> regarding the tasks and worker characteristics required of the job, as well as the organizational systems currently used to select and train BDOs. Throughout the course of these interviews, the SMEs provided recommendations regarding the current training and selection systems. After the site visits, the interviewers documented the results of each interview, and then compiled the suggestions and recommendations from the field across the site visits. This document provides a listing of these recommendations and suggestions.

The recommendations have been organized into "Selection," "Training," and "Other" categories. Within each of these categories, recommendations have been further grouped by recurring subtopics. For example, selection recommendations are presented within three subtopics (i.e., the current selection process, the criteria used for selection, the selection interview). Note that the recommendations are not presented in any order of importance, but have been organized into logical subtopics based on the content of each recommendation. The last two columns in the table indicate the number of large and small/medium airport site(s)<sup>6</sup> from which the recommendation was received. That is, the numbers in these columns represent only the number of sites from which a recommendation was received, and therefore, may represent the recommendation of one or multiple SMEs at that site.

<sup>5</sup> SMEs included BDO incumbents, BDO supervisors/managers, and BDO trainers.

<sup>6</sup> Classifications of airport size (i.e., small, medium, large) are those used by TSA in selecting sites for participating in the SPOT Base Rate Study.

Common themes exist across the recommendations. For example, BDOs frequently suggested that TSA make additions or modifications to the criteria used to select BDOs, including the knowledge, skills, abilities, and other characteristics (KSAOs) addressed in the structured interview questions. Similarly, BDOs frequently recommended that training content be improved or expanded and that TSA provide refresher courses and other resources for important job-related materials and skills. Finally, a major concern among BDOs is the current lack of promotion opportunities and confusion surrounding requirements for promotion.

Two important details regarding the recommendations that follow should be noted. First, not all BDO SMEs across or within airport sites endorsed each of the recommendations listed below. In fact, because many of the recommendations represent the ideas of an individual SME, some recommendations are inconsistent or contradictory in nature with one another. For example, although some SMEs recommended including military or law enforcement backgrounds as an important selection criteria (selection recommendation #7), other SMEs noted that BDOs with these types of backgrounds may be too interrogative during the casual conversation (selection recommendation #8).

Second, and most important, the recommendations listed below are strictly those heard from the BDO SMEs during the semi-structured interviews. *The statements listed below should not be interpreted as recommendations from AIR.* However, a final list of AIR recommendations on the current BDO training and selection systems will later be developed on the basis of the completed job analysis update.

## Selection-Related Recommendations

As stated above, recommendations regarding selection that were gathered from SMEs have been organized into the following subtopic areas:

- Selection Criteria (e.g., the KSAOs to assess during the interview, specific selection tests to include in the selection process),
- Selection Process (e.g., application process, scoring process), and
- Selection Interview (e.g., questions that should be asked of BDO candidates, composition of the interview panel).

The Selection Recommendations are presented according to these subtopics in Table 1 below.



**Table 1. Selection Recommendations**

ID	Recommendation	No. of Large Airports	No. of Small/Medium <sup>7</sup> Airports
<b>Selection Criteria</b>			
1.	Recommendations for additional evaluative data include: <ul style="list-style-type: none"> <li>• Candidate's morale</li> <li>• Work ethic</li> <li>• Motivation for becoming a BDO</li> <li>• Interpersonal skills</li> <li>• Professional discipline (e.g., punctuality, past attendance)</li> <li>• Critical thinking</li> <li>• Thinking outside of the box</li> <li>• Who will be a good fit with the team</li> <li>• Appearance (e.g., well groomed, well taken care of)</li> <li>• Actual job performance (e.g., rapport with coworkers, leadership skills, following procedures)</li> <li>• Scenarios (e.g., evaluate how they deal with different scenarios)</li> <li>• Prior Performance                             <ul style="list-style-type: none"> <li>• Prior attendance</li> <li>• Rapport with coworkers</li> <li>• Leadership skills</li> <li>• Following procedures</li> </ul> </li> </ul>	3	2
2.	Personnel files should be examined, and an objective set of criteria should be established to disqualify applicants based on prior discipline and attendance records, and performance as a Transportation Security Office (TSO).  Applicants should be disqualified if they have extensive problems.	3	1
3.	Consult with the applicant's current supervisor/manager for basic feedback on that candidate. This may be helpful to identify candidates who "look good on paper" but may not be good performers.	1	1
4.	If BDO applicants do not have previous work experience, they need a Bachelor's degree. It is good to have education to deal with the general flying public as they are often educated.  Note: Extensive disagreement was found between BDOs both within and across sites regarding educational requirements.	1	0
5.	Include an integrity test, a written test, and a test for basic skills (e.g., reading, writing, basic math).	0	1

<sup>7</sup> Among the 11 sites at which data were collected, only one is classified as a "Medium" hub-sized airport.

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**Table 1. Selection Recommendations (Continued)**

<b>ID</b>	<b>Recommendation</b>	<b># of Large Airports</b>	<b># of Small/Medium Airports</b>
<b>Selection Criteria (Continued)</b>			
6.	There needs to be a greater emphasis on interrogative/inquisitive skills and a background in law enforcement, corrections, or military. These backgrounds allow for proper interactions with individuals who are attempting to deceive you at every turn and experience observing and investigating.  Note: Extensive disagreement was found between BDOs both within and across sites regarding law enforcement, corrections, and military background requirements.	1	1
7.	Former law enforcement, corrections, or military personnel may not make good BDOs if they are unable to "unlearn" what they have learned from their previous position.  Note: Extensive disagreement was found between BDOs both within and across sites regarding law enforcement, corrections, and military background requirements.	1	0
8.	Consider broadening the pool of potential BDOs by opening it up to individuals who are not employed within TSA. This may provide a better selection of candidates with a variety of experiences.	1	1
9.	Lengthen the amount of time required as a TSO before applying to become a BDO (used to be 18 months and was changed to 6 months).	1	0
10.	KSAOs on the application form should be more relevant to the BDO job.	1	1
<b>Selection Process</b>			
11.	Include a probationary period in which the new BDOs' performance is monitored. If performance is unsatisfactory they can be removed from the BDO job. Currently, there is not a system in place for the removal of BDOs who cannot perform the work, but there needs to be such a system.	3	1

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**Table 1. Selection Recommendations (Continued)**

ID	Recommendation	# of Large Airports	# of Small/Medium Airports
<b>Selection Process (Continued)</b>			
12.	Use a 3-supervisor rating system for interviewing/selecting BDOs.  Details of the system are as follows: <ul style="list-style-type: none"> <li>• There is a job announcement</li> <li>• TSOs can complete the application</li> <li>• Human Resources (HR) sends the list of Best Qualified applicants to the BDO manager                             <ul style="list-style-type: none"> <li>○ All applicants on the list are interviewed and vetted for disqualifiers</li> </ul> </li> <li>• Previous supervisors (1 manager and 2 supervisors) are asked to fill out a Performance Feedback Questionnaire (PFQ) and rate the applicant (on a scale of 1-5 – 5 being high) on the following competencies needed by BDOs:                             <ul style="list-style-type: none"> <li>○ Proactive</li> <li>○ Accountable</li> <li>○ Attention to detail</li> <li>○ Integrity</li> <li>○ Interpersonal skills</li> <li>○ Multitasking skills</li> <li>○ Oral communication</li> <li>○ Self management</li> <li>○ Situational awareness</li> <li>○ Teamwork</li> <li>○ Time management</li> <li>○ Command presence</li> <li>○ Critical thinking</li> <li>○ Flexibility</li> <li>○ Incident management</li> </ul> </li> <li>• Raters must justify a 1 or 5 rating</li> <li>• All three ratings are averaged</li> <li>• Interview score is added to this average</li> <li>• Applicants with highest score are hired</li> </ul>	1	0
13.	Minimize perceived subjectivity in the current selection system. For example, by bringing in interviewers from other airports to cut down on interviewer bias.	3	2
14.	Rather than rating KSAOs, a questionnaire format on USAjobs should be used. The emphasis is currently on “power words” – if the right terminology is used, the applicant will make the certification list.	1	0
15.	Improve the self-evaluation component of the selection system because applicants may be dishonest.	1	0

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**Table 1. Selection Recommendations (Continued)**

ID	Recommendation	# of Large Airports	# of Small/Medium Airports
<b>Selection Interview</b>			
16.	The interview questions need to be improved; they currently are relatively unrelated to the BDO job. Need to look at the job description, match that with resumes and form questions for each candidate.	1	0
17.	Interview questions should look into issues of integrity and teamwork (the concept of teamwork should be more focused on experiences at TSA).	1	0
18.	Interview questions should include something on communication, conflict resolution, and a trick question about stereotyping.	1	0
19.	Once TSA identifies the important competencies required of BDOs, tailor the interview to reflect these aspects of the BDO job; include a work sample or practice to see if the applicant can demonstrate key skills. Assess observation skills and oral communication skills, among other things. The current interview does not cover information specific to the BDO job. Therefore, candidates may be hired because they interview well rather than because they would make good BDOs.	4	2
20.	Need to make the interview questions broader to get a better picture of how the candidate will function (e.g., how an applicant will approach certain scenarios).	0	1
21.	Interview questions need to be tailored to fit the specific airports.	0	1
22.	BDOs or BDO managers should be present during the interview or on the interview panel, and should be able to make hiring recommendations. Some of the current panel members do not know the answers to the questions they ask – this happens when an interviewer has no knowledge of the BDO job.	3	1
23.	Hiring decisions need to be made by a BDO senior manager (someone who knows the job and what it entails).	1	0

## Training-Related Recommendations

The training recommendations provided by SMEs are organized into the following subtopic areas:

- Initial Training (e.g., content, length),
- Mentorship (i.e., formal and informal mentoring opportunities),
- Specific Training Content (e.g., length of on-the-job training [OJT], development of refresher courses, new training content),
- Trainers (e.g., who should conduct the training), and
- Training Resources (e.g., expanding modes of training content delivery, cross-airport learning opportunities).

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The training recommendations received are presented according to these subtopics in Table 2 below.

**Table 2. Training Recommendations**

ID	Recommendation	# of Large Airports	# of Small/Medium Airports
<b>Initial Training</b>			
1.	Everyone (e.g., TSOs, BDOs, SPOT Transportation Security Managers [STSMs]) should complete the initial training. In particular, some BDO managers have never completed the training which makes it difficult for them to do their jobs.	2	1
2.	The current job knowledge test used in training is too easy – make it more difficult to weed out some of the candidates.	0	1
3.	Improve the content of the core training videos. Casual conversation and walk the line are displayed incorrectly; there is too much focus on interrogating passengers rather than having an actual casual conversation.	2	1
4.	Ensure that the core training focuses on critical BDO competencies and that it is long enough to be effective. This is of particular importance because the core curriculum training program is part of the selection system (i.e., if the applicant passes the training they are hired, if they fail the training they are not hired). A solid training course is important to ensure that qualified BDOs are hired into the program.	1	0
5.	Extend the initial training and OJT so that information is not presented too quickly and BDOs have more time to practice and apply what is learned on the job. Ensure training is long enough to allow for trainees to be accurately evaluated.  Suggestions on length of training include: <ul style="list-style-type: none"><li>• 7 days of classroom training and 3 weeks of OJT</li><li>• 4 days of classroom training, 2 days off, and 3 days of OJT</li></ul>	4	3

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Table 2. Training Recommendations (Continued)

ID	Recommendation	# of Large Airports	# of Small/Medium Airports
<b>Initial Training (Continued)</b>			
6.	Spend more time on the casual conversation in initial training.	5	2
(b)(3):49 U.S.C. § 114(r)			
<b>Mentorship</b>			
7.	Provide a formal mentoring program for new BDOs after OJT is completed.	4	3
8.	Consider how BDOs are paired. Sometimes, BDOs are paired according to their strengths and weaknesses. The obvious advantage of putting two strong BDOs together is knowing you have a really good team on the floor. The advantage of pairing one strong BDO with a weaker (or newer) BDO is that the weaker one can learn from the stronger one—it becomes a learning opportunity.	1	0
9.	The mentorship program (currently in place) is effective, but could be expanded and formalized.	1	0

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**Table 2. Training Recommendations (Continued)**

ID	Recommendation	# of Large Airports	# of Small/Medium Airports
<b>Specific Training Content</b>			
10.	Need more refresher courses on the content learned during initial training. Examples of suggestions/comments made include:  B3; 49 U.S.C. § 114	6	3
11.		0	1
12.	Allow BDOs to attend available training in ticket checking, document checking/ID checking, the FBI's behavior detection course, and other seminars. Currently, BDOs cannot take advantage of training resources unless they are available to all BDOs in the workforce.	1	0
13.	Focus on team-building training (between coworkers and BDOs/TSOs).	1	0
14.	Offer training on how to write various reports (e.g., incident, LEO, after-action, local reports) and how to complete forms.	4	1
15.	Offer general legal training on topics such as BDOs' responsibilities/authority versus that of the other entities.	1	0
16.	Offer strategies to help BDOs learn how to improve reaction to stressors and disruptions ("being flustered").	1	0

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**Table 2. Training Recommendations (Continued)**

ID	Recommendation	# of Large Airports	# of Small/Medium Airports
<b>Specific Training Content (Continued)</b>			
17.	Offer training based on behavioral and interviewing programs available from various LEOs.	1	0
18.	Offer training for managers in program management, program improvement, and other HR-related duties.	2	0
19.	Offer training in assessing fraudulent documents and IDs.	1	0
20.	Offer training in federal law enforcement topics, civil rights, and the 4th Amendment.	2	0
(b)(3):49 U.S.C. § 114(r)		0	1
		2	0
		1	0
		1	0
25.	Offer training in the behavioral fields (e.g., more in-depth facial/emotions/mannerisms).	1	0
26.	Offer training in public speaking.	2	0
(b)(3):49 U.S.C. § 114(r)		0	1
28.	Although BDOs are primarily concerned with identifying threats to transportation security, they will inevitably encounter criminal activity on the job. As such, consider training BDOs on safety issues, including training on CPR and first aid, traffic safety, railway safety, and street survival.	0	1
(b)(3):49 U.S.C. § 114(r)		1	0
30.	Provide situation report (SITREP) and Intel training.	0	1
31.	ABDT is useful, but it needs to be an on-going training program.	1	0
(b)(3):49 U.S.C. § 114(r)		3	1
33.	Continue to offer ABDT and other courses, but make sure these courses reflect changes to the job (e.g., include changes in emphasis).	2	1
34.	Offer training and information as procedures or policies change. This information does not always get to those who need it (e.g., some airports do not receive information directly from Head Quarters [HQ]).	0	3

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**Table 2. Training Recommendations (Continued)**

ID	Recommendation	# of Large Airports	# of Small/Medium Airports
<b>Specific Training Content (Continued)</b>			
35.	Ensure that all airports (large and small) receive the same training opportunities (e.g., ABDT course).	0	2
36.	Standardize the OJT process; identify core competencies; and ensure that everyone has the same definition of "proficiency" as it pertains to the BDO to assist in rating/evaluating new BDOs.	1	0
37.	OJT should be conducted in busy airports (at peak times) so that BDOs can see a lot of people and behaviors.	1	0
38.	Offer more OJT. Among other things, this can help BDOs to gain some general airport knowledge.	1	0
<b>Trainers</b>			
39.	Ensure that sites have a training coordinator.	1	0
40.	Ensure trainers are familiar with the BDO job (incumbent indicated that, at his/her site, trainers are not familiar with the BDO job because they are not former BDOs).  Improve process for selecting BDO trainers. Some of the newer trainers have never worked as BDOs, which impacts their knowledge of the job. Should require individuals to work as BDOs for 6 months prior to becoming BDO trainers.	3	0
41.	Focus on transitioning BDO incumbents into BDO trainers.	1	0
42.	Keep instructors involved and allow them to provide input into changes to the BDO course curriculum.	2	0
<b>Training Resources</b>			
43.	Allow for group sessions every 3 or 6 months to discuss a training scenario together.	0	1
44.	Build in opportunities for BDOs to learn from other airports and/or BDOs.	4	3
45.	Create a library of relevant training sources.	1	2
46.	Create a LEO referral guide.	1	0
47.	Provide additional training via the OLC.	1	0
48.	Allow access to video camera recordings of the lines so that BDOs are able to review actual footage. The footage could be used to increase consistency in identifying behaviors and assigning points across the team.	1	0
49.	Create a local training department with BDO-specific training rather than TSO-only training.	1	0
50.	Offer more team training locally (ideally, once a month and include a study guide and quiz).	1	0
51.	Provide training materials and a study guide for learning and retaining information in the Standard Operating Procedures (SOP).	1	0

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**Table 2. Training Recommendations (Continued)**

ID	Recommendation	# of Large Airports	# of Small/Medium Airports
<b>Training Resources (Continued)</b>			
52.	Provide more applied/practical training that includes live interaction in addition to the current online training.  Examples of suggestions/comments made include: (b)(3):49 U.S.C. § 114(r)	4	4

## Other Recommendations and Information

In this final section, other relevant recommendations and related information are presented. These other recommendations and information include a number of various subtopic areas, including BDO career progression, the BDO relationship with Law Enforcement Officers (LEOs), and the Standardization Team.

Each of the recommendations and information presented in Table 3 below are organized alphabetically by subtopic area.

**Table 3. Other Recommendations and Information**

ID	Subtopic	Recommendation/Information	# of Large Airports	# of Small/Medium Airports
1.	BDO Cards	Reconfigure and simplify the set-up of the BDO cards. Feature up front the behaviors that typically result in a LEO notification.	0	1
2.	BDO Credentials	Offer some sort of credential (even just a unique designator on their ID badge) to identify the person as a BDO. This would give them a sense of ownership in the program.	1	0
3.	Behavior Detection	Have the Israelis who do work similar to that of BDOs come over and share their expertise with BDOs.	1	0

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~~Sensitive Security Information (SSI)~~

**Table 3. Other Recommendations and Information (Continued)**

ID	Subtopic	Recommendation/Information	# of Large Airports	# of Small/Medium Airports
4.	Breaks	(b)(3):49 U.S.C. § 114(r)	3	0
5.	Career Progression	Create more promotion opportunities or potential career paths for BDOs. A lack of promotion opportunities is contributing to considerable frustration and turnover.	3	3
6.	Career Progression	Consider clarifying and/or creating a distinction between F- and G-band roles (e.g., in the SOP).	2	1
7.	Career Progression	Currently, there is not a set system or criteria across the BDO program for promotion from the Master to the Expert BDO position. The ideal criteria needs to be developed and designed by the managers and then communicated to the work group.	2	1
8.	LEO	Consider creating a law enforcement career track for BDOs, or a law-enforcement BDO position. ( <i>"We often call in MTAP (local LEO). If we had internal LEOs within the BDO program, or have a TSA law enforcement group, this might be helpful. Or maybe this could be like the TSA investigators—they are not police, but they are related to law enforcement. It would help with our relationships with LEOs."</i> )	1	0
9.	LEO	Need to continue building a good relationship with LEO and develop specific communication strategies for working with them.	2	1
10.	LEO	The scope of the BDO job should be broadened to include LEO-type responsibilities.  Note: Extensive disagreement was found between BDOs both within and across sites regarding LEO-type responsibilities.	1	0
11.	Security Clearances	Allow BDOs and security managers to obtain higher clearances that would facilitate access to unfiltered information about assignments (e.g., details about VIPRs). ( <i>"We get some information and briefings that the TSOs don't get, but it's usually more awareness-related, such as "look out for X."</i> )	1	0

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**Table 3. Other Recommendations and Information (Continued)**

ID	Subtopic	Recommendation/Information	# of Large Airports	# of Small/Medium Airports
12.	Standardization Team	Provide more visits by the Standardization Team. This would give BDOs a chance to ask questions and get clarification on issues. If the Team shares information with the group as a whole, this will enhance consistency.	4	1
13.	Suggestion Board	Currently, there is a suggestion board for TSOs called "Idea Factory" that allows TSOs to submit suggestions for improving the program. This could be a valuable addition to the BDO program.	1	0
14.	Training Documents	There are some inconsistencies in the information being provided to BDOs. Sometimes the Frequently Asked Questions (FAQs) give answers that contradict what was learned in training.	0	1
15.	TSOs	BDOs are sometimes hired as a way of getting them out of the checkpoint.	3	2

## Conclusion

A wide variety of recommendations regarding BDO selection and training – as well as other BDO-relevant information– resulted from semi-structured interviews conducted with SMEs during site visits to a sample of 11 airports. As noted, many of these recommendations represent information from an individual SME, rather than recommendations intended to represent an entire site. However, these recommendations provide an overview of some current opinions, ideas, and possible areas for further data collection regarding BDO selection and training. Upon completion of all data collection efforts in the job analysis update, AIR will develop a formal list of data-driven recommendations regarding selection and training for DHS/TSA's review and consideration.

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## Appendix T: BDO Job/Task Analysis Survey

T-1

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## BDO JOB/TASK ANALYSIS SURVEY<sup>8</sup>

### BDO Job Analysis Survey

#### Introduction

TSA, with the assistance of the American Institutes for Research (AIR), is reviewing the BDO job to better understand if and how the tasks performed by BDOs have changed over time and to identify the characteristics required of BDOs to successfully perform the job. This information will be instrumental in supporting the design and development of training courses and other tools that meet the needs of the BDO workforce. As part of this review process, TSA and AIR are conducting a survey to understand the nature of the work performed by BDOs and the characteristics required of BDOs to perform that work.

The survey requires you to rate a list of tasks performed by BDOs. For each task, you will be asked to rate the frequency with which you perform the task, its importance to the BDO job, and its difficulty to learn. Similarly, the survey includes a list of characteristics (i.e., knowledge, skills, abilities, other attributes) that may help BDOs perform successfully on the job. For each characteristic, you will be asked to rate its importance and when it must be acquired by a BDO.

Your participation in this survey is completely voluntary and your decision about participation will not affect your TSA standing in any way. Further, your responses will be kept confidential and the findings from the survey will be reported by AIR to TSA as group data only; no individual responses will be released. The participation of experts like you is critical for projects of this nature. We hope that you will take the time to share your expertise with us.

To begin, click the link below. Please read all survey instructions carefully before making any ratings or answering any questions. The survey should take approximately 1 1/2 hours to complete and the **deadline for completing the survey is March 23, 2010.**

TSA and AIR would like to thank you in advance for sharing your expertise.

[Continue to Survey Instructions >>](#)

<sup>8</sup> Note that only a sample Task and KSAO ratings sheets have been included in this appendix. The full survey is available upon request.

## BDO Job Analysis Survey

*Please read all instructions before starting the survey.*

The survey should take approximately 1 1/2 hours to complete. Please follow the steps described below to ensure completion of all required information in this survey.

### General Instructions

1. To begin, save this Excel file under a new file name. Click "File" from the menu at the top of the screen. Click "Save As," select a location to save the file, and enter the new file name. You can rename the file however you choose; however, you might want to simply add your initials (first, middle, and last name) to the end of the file name (e.g., BDO Job Survey\_CLH). Please note that this document includes information that is Sensitive Security Information (SSI). Therefore, please ensure you save this file in a secure location. Click "Save" to complete the process. You will want to click "Save" as you complete each section of the survey to ensure that no work is lost.
2. This survey contains SSI and should be protected with the current TSA national password at all times. Please ensure that this survey is password protected when saving any working copies and when submitting your completed survey.
3. You are encouraged to complete the survey in the order described below. However, please note that you may return to previous sections (or move forward to other sections) by using the links at the bottom of each page.
4. To begin, click on the link at the bottom of this page to go to the **Background Questionnaire**. When you are finished, click on the link at the bottom of the sheet to proceed to the Task Instructions. (Click "Save" to ensure your work is saved.)
5. Review the **Task Instructions** sheet carefully to understand the task ratings exercise. This sheet will provide you with detailed information about the task rating scales. After you have reviewed these instructions, proceed to the **Task Ratings** sheet by clicking on the link at the bottom of the Task Instructions. As you read each task provided in the Task Ratings sheet, you will be asked to make three ratings. Please make all three ratings on each task prior to moving on to the next task statement. When you are finished, proceed to the KSAO Rating exercise by clicking on the link at the bottom of the Task Ratings sheet. (Click "Save" to ensure your work is saved.)

### General Instructions (Continued)

6. Review the **KSAO Instructions** sheet carefully to understand the KSAO ratings exercise. This sheet will provide you with detailed information about the KSAO rating scales. After you have reviewed these instructions, proceed to the **KSAO Ratings** sheet by clicking on the link at the bottom of the KSAO Instructions. As you read each statement provided in the KSAO Ratings sheet, you will be asked to make two ratings. Please make both ratings on each KSAO prior to moving on to the next statement. When you are finished, proceed to the Work Context questions by clicking on the link at the bottom of the KSAO Ratings sheet. (Click "Save" to ensure your work is saved.)
7. Complete the **Work Context** sheet by answering questions about your work environment. When you are finished, click on the link at the bottom of the Work Context sheet to provide other comments and complete the survey. (Click "Save" to ensure your work is saved.)
8. The final section of the survey provides space for **Other Comments** you have about the BDO job or the survey. In addition, information is provided regarding who to contact if you have any questions. (Click "Save" to ensure your work is saved.)
9. If you need technical assistance or have specific questions about the survey items or procedures, please call the Helpdesk at 1-866-236-4285 between the hours of 8am and 5pm EST Monday through Friday, or by email at BDOJobAnalysis@air.org. Please note that email correspondence **should not** contain Sensitive Security Information (SSI).

### Working In Excel

Depending on specific computer configurations, you may need to adjust the size of the pages you are viewing to see the entire width of a page at once. At the bottom right of the screen, use the "Zoom" bar to adjust the percentage at which you are viewing the page. Move the slide bar to the left to lower the percentage (e.g., less than 100%) and make more text visible across a single screen.

### Submission Procedures

Once you have completed the survey save your work and ensure that the file is password protected. Then send a copy of the file by **March 23, 2010** as an attachment via email to BDOJobAnalysis@air.org. Once you have submitted your survey, delete the file from your computer by right-clicking on the survey file icon or file name and selecting the "Delete" option. Then, find the "Recycle Bin" on your computer's desktop, right-click on the icon for the bin, and select the "Empty Recycle Bin" option. This process will ensure that the file has been removed completely from your computer.



Background Information	
<p><b>Instructions:</b> Please begin the survey by completing the questions below about your background. For each question, please select your response by clicking the response box located next to the question. A drop-down menu of the response options for that question will appear by clicking on the downward arrow to the right of the box. When you click on your selection, it will appear in the box as your response.</p>	
Question	Response
<b>Work Experience</b>	
1) What is your current Job Title?	<input type="text"/>
Please Specify:	<input type="text"/>
2) Since becoming a TSA employee, are you now or have you ever worked as a National Trainer for the SPOT program?	<input type="text"/>
2a) If yes, what was your approximate start date?	(month/year): <input type="text"/>
2b) If yes, what was your approximate end date?	(month/year): <input type="text"/>
3) Since becoming a TSA employee, are you now or have you ever worked on the SPOT National Standardization Team?	<input type="text"/>
3a) If yes, what was your approximate start date?	(month/year): <input type="text"/>
3b) If yes, what was your approximate end date?	(month/year): <input type="text"/>
4) In what airport do you primarily work?	<input type="text"/>
5) When did you start working for TSA?	(month/year): <input type="text"/>
6) When did you start working as a BDO?	(month/year): <input type="text"/>

Work Experience (Continued)	
7) When you entered the BDO program, what was your first job title?	
Please Specify:	
8) Prior to working as a BDO, what position did you most recently hold at TSA?	
Please Specify:	
9) Please indicate your current work status:	
10) Prior to working at TSA, did you work in the security industry?	
10a) If yes, did you work in airport security or another type?	
Please Specify:	
10b) If yes, how long did you work in the security industry? (years/months):	
11) Prior to working at TSA, did you work in law enforcement?	
11a) If yes, how long did you work in law enforcement? (years/months):	
12) Are you now or have you ever served in the military, either as a reservist or on active duty?	
12a) If yes, what is the total amount of time you served in the military (both on active and reserve duty)? (years/months):	

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Education/Training	
13) Have you taken the TSA Additional Behavior Detection Training (ABDT) course?	<input type="text"/>
14) Other than your initial BDO/SPOT training and the Additional Behavior Detection Training (ABDT), have you had any additional training in behavior indicators of deception or lie detection?	
	If yes, course title: <input type="text"/>
	<input type="text"/>
15) Please indicate the highest level of education you have completed.	<input type="text"/>
	Please Specify: <input type="text"/>
	<input type="text"/>
Demographics	
16) Please indicate your gender:	<input type="text"/>
17) What is your year of birth?	<input type="text"/>
18) Which ethnic category best describes your background?	<input type="text"/>
19) Which racial category/categories best describe(s) your background? (Check all that apply)	
<input type="checkbox"/> American Indian or Alaska Native	<input type="checkbox"/> Native Hawaiian or Other Pacific Islander
<input type="checkbox"/> Asian	<input type="checkbox"/> White
<input type="checkbox"/> Black or African American	<input type="checkbox"/> Other (Please Specify)
	Please Specify: <input type="text"/>

[<< Return to Survey Instructions](#) [Continue to Task Rating Instructions >>](#)

Save your work before you move on by clicking the save button above.

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## Task Ratings Exercise Instructions

### Instructions

BDO job tasks are listed on the following tab, grouped by major duties. You are going to be asked to provide three ratings for each task with respect to your current job: Frequency, Importance, and Difficulty to Learn. Each rating scale is presented below and also provided in the Task Rating sheet.

To complete the task ratings exercise, **please rate each task on all three rating scales before moving on to the next task statement.** The steps below describe this process.

**STEP 1:** For each task, please rate the frequency with which the task is performed:

On average, how **often** do you perform this task in your current job? Rate the **frequency** of each task using the following scale.

NP -- This task is not performed by BDOs.

NA -- I do not perform this task, but other BDOs at my airport do.

1 -- I perform this task several times a year or less.

2 -- I perform this task monthly.

3 -- I perform this task weekly.

4 -- I perform this task once a day.

5 -- I perform this task more than once a day.

Record your response by selecting one of these response options (i.e., NP, NA, 1, 2, 3, 4, 5) and typing it into the appropriate cell to the right of the task statement.

**Instructions (Continued)**

**STEP 2:** Next, please rate the importance of the task to successful job performance:

How **important** is this task to successful completion of your current job? Rate the **importance** of each task using the following scale.

NA -- I do not perform this task.

- 1 -- *Not important.* This task is not important for successful completion of the job.
- 2 -- *Somewhat important.* This task is somewhat important for successful completion of the job.
- 3 -- *Moderately important.* This task is moderately important for successful completion of the job.
- 4 -- *Very important.* This task is very important for successful completion of the job.
- 5 -- *Extremely important.* This task is extremely important for successful completion of the job.

Record your response by selecting one of these response options (i.e., NA, 1, 2, 3, 4, 5) and typing it into the appropriate cell to the right of the task statement.

**STEP 3:** Next, please rate the difficulty to learn to perform the task:

How **difficult** is it to learn to perform this task? Rate the **difficulty to learn** each task using the following scale.

NA -- I do not perform this task.

- 1 -- *Not difficult.* This task can be learned with very little instruction, study, or practice.
- 2 -- *Somewhat difficult.* This task can be learned with minimal instruction, study, or practice.
- 3 -- *Moderately difficult.* This task can be learned with repeated instruction, study, or practice.
- 4 -- *Very difficult.* This task can be learned with substantial instruction, study, or practice.
- 5 -- *Extremely difficult.* This task can be learned with extensive instruction, study, or practice.

Record your response by selecting one of these response options (i.e., NA, 1, 2, 3, 4, 5) and typing it into the appropriate cell to the right of the task statement.

**Instructions (Continued)**

**STEP 4:** When you have completed **all** of your task ratings, please check your data:

When you are finished with this rating exercise, each cell within the rating form should contain a rating. To verify your ratings, click the **“Check Data”** button in the upper left corner of the rating form. This scans the form for any missing or out-of-range responses, and places the word **“ERROR”** in any cell that does not contain an expected response.

**If an error message appears**, please review the form and make any corrections necessary. To do this, simply type your rating in the **“ERROR”** cell, making sure the word **“ERROR”** is deleted. Once all corrections have been made, click the **“Check Data”** button again to ensure accurate completion of the form. Note: Do not click the **“Check Data”** button until you are finished making all your ratings.

*You may need to temporarily reconfigure a security setting in Excel to make the rating tool fully functional. Follow these directions before filling out the form:*

*If you have Excel 97 or 2003: Go to your "Tools" tab, select "Macros" then "Security". Temporarily set your security level to the lowest level and reset it when you have completed the survey. **Now close Excel, being sure to save your work first, and reopen this file so the security setting can be refreshed.***

*If you have Excel 2007: Click the Microsoft icon at the top left of the window and select "Excel options" at the bottom right of the menu. From here, click on the "Trust center" tab and select the "Trust center settings" button. Then, in the "Macros settings" tab, "Enable all macros" (the fourth and final radial button). Click "OK" and "OK" again. **Now close Excel, being sure to save your work first, and reopen this file so the security setting can be refreshed.***

[<< Return to Background Questionnaire](#)

[Continue to the Task Rating Sheet >>](#)

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**Please complete the Task Rating form and click the "Check Data" button when you are finished to ensure that there are no missing data.**

**Check Data**

**Do not click until you have completed the entire Task Ratings Section.**

On average, how <b>often</b> do you perform this task in your current job?	How <b>important</b> is this task to successful completion of your current job?	How <b>difficult</b> is it to learn to perform this task?
I perform this task: NP- This task is not performed by BDOs. NA- I do not perform this task, but other BDOs at my airport do. 1- Several times a year or less 2- Monthly 3- Weekly 4- Once a day 5- More than once a day	NA - I do not perform this task. 1 - Not important 2 - Somewhat important 3 - Moderately important 4 - Very important 5 - Extremely important	NA - I do not perform this task. 1 - Not difficult 2 - Somewhat difficult 3 - Moderately difficult 4 - Very difficult 5 - Extremely difficult

[Click here to return to Task Rating Instructions](#)

Tasks		Frequency	Importance	Difficulty
<b>Duty A: Preparation</b>				
1	Attend daily briefing(s) provided by the SPOT Transportation Security Manager (STSM) or designee.			
2	Gather latest security-related Intelligence [e.g., Amber Alerts, Be on the Lookout (BOLO) notifications, terrorist organizations, gangs].			
3	Ensure readiness and possession of all materials and equipment needed for shift.			
4	Dress in proper attire.			

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## KSAO Ratings Exercise Instructions

### Instructions

The following section asks for your ratings of characteristics that may help BDOs perform successfully on the job. These characteristics include knowledge, skills, abilities, and other attributes (KSAOs). You are going to be asked to provide two ratings for each KSAO: when it is required and its Importance. Each rating scale is presented below and also provided in the KSAO Rating sheet.

To complete the KSAO ratings exercise, **please rate each KSAO on both of the rating scales before moving on to the next KSAO statement.** The steps below describe this process.

**STEP 1:** For each KSAO, please rate when it is required for successful performance on the job:

**When** is this knowledge, skill, ability, or other characteristic (KSAO) required? Rate **when** each KSAO is needed using the following scale.

NA -- This KSAO is not needed to perform the BDO job.

1 -- *Before initial BDO training.* This KSAO is needed immediately; BDOs should already have this KSAO when beginning the initial BDO training.

2 -- *Upon completion of initial BDO training.* This KSAO is needed by the end of the initial BDO training.

3 -- *After starting the job.* This KSAO can be acquired after starting the job.

Record your response by selecting one of these response options (i.e., NA, 1, 2, 3) and typing it into the appropriate cell to the right of the KSAO statement.



**Instructions (Continued)**

**STEP 2:** Next, please rate the importance of the KSAO to successful job performance:

How **important** is this KSAO to successful completion of your current job? Rate the **importance** of each KSAO using the following scale.

NA -- This KSAO is not needed to perform the BDO job.

1 -- *Not important.* This KSAO is not important for successful completion of the job.

2 -- *Somewhat important.* This KSAO is somewhat important for successful completion of the job.

3 -- *Moderately important.* This KSAO is moderately important for successful completion of the job.

4 -- *Very important.* This KSAO is very important for successful completion of the job.

5 -- *Extremely important.* This KSAO is extremely important for successful completion of the job.

Record your response by selecting one of these response options (i.e., NA, 1, 2, 3, 4, 5) and typing it into the appropriate cell to the right of the KSAO statement.

**STEP 3:** When you have completed **all** of your KSAO ratings, please check your data:

When you are finished with this rating exercise, each cell within the rating form should contain a rating. To verify your ratings, click the **“Check Data”** button in the upper left corner of the rating form. This scans the form for any missing or out-of-range responses, and places the word **“ERROR”** in any cell that does not contain an expected response.

**If an error message appears**, please review the form and make any corrections necessary. To do this, simply type your rating in the **“ERROR”** cell, making sure the word **“ERROR”** is deleted. Once all corrections have been made, click the **“Check Data”** button again to ensure accurate completion of the form. Note: Do not click the **“Check Data”** button until you are finished making all your ratings.

[<< Return to Task Rating Sheet](#)

[Continue to the KSAO Rating Sheet >>](#)

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**Please complete the KSAO Rating form and click the "Check Data" button when you are finished to ensure that there are no missing data.**

**Check Data**

**Do not click until you have completed the entire KSAO Ratings Section.**

<p><b>When is this knowledge, skill, ability, or other characteristic (KSAO) required?</b></p> <p>NA - This KSAO is not needed to perform the BDO job.</p> <p>1 - Before initial BDO training. This KSAO is needed immediately.</p> <p>2 - Upon completion of initial BDO training. This KSAO is needed by the end of the initial BDO training.</p> <p>3 - After starting the job.</p>	<p><b>How important is this knowledge, skill, ability, or other characteristic (KSAO) to successful performance of the BDO job?</b></p> <p>NA - This KSAO is not needed to perform the BDO job.</p> <p>1 - Not important</p> <p>2 - Somewhat important</p> <p>3 - Moderately important</p> <p>4 - Very important</p> <p>5 - Extremely important</p>
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[Click here to return to KSAO Rating Instructions](#)

KSAOs		When Required	Importance
1	Knowledge of SPOT theory and program background		
2	Knowledge of stress cues and appearance factors		
3	Knowledge of fear cues and appearance factors		
4	Knowledge of deception cues and appearance factors		
5	Knowledge of the signs of deception (b)(3):49 U.S.C. § 114(r) (b)(3):49		

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Work Context	
<b>Instructions:</b> The questions below ask about your work environment. For each question, please select your response by clicking the response box located next to the question. A drop-down menu of the response options for that question will appear by clicking on the downward arrow to the right of the box. When you click on your selection, it will appear in the box as your response.	
Question	Response
1) How much standing does your current job require?	<input type="text"/>
2) How frequently does standing on your current job for long periods of time affect your ability to perform?	<input type="text"/>
3) How much walking does your current job require?	<input type="text"/>
4) How frequently does walking on your current job for long periods of time affect your ability to perform?	<input type="text"/>
5) How important is repeating the same mental activities (e.g., behavior observation) over and over, without stopping, to performing your current job?	<input type="text"/>
6) How important is being very exact or highly accurate in the observation and analysis of behaviors to performing your current job?	<input type="text"/>
7) How frequently are you required to make decisions that affect other people in your current job?	<input type="text"/>

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Work Context (Continued)	
8) How important is it to work with others in a group or team in your current job?	<input type="text"/>
9) How frequently do you have to deal with unpleasant, angry, or discourteous individuals as part of your current job requirements?	<input type="text"/>
10) How frequently does your current job require you to deal with physical aggression of violent individuals?	<input type="text"/>
11) How frequently does your current job require working outdoors, exposed to all weather conditions?	<input type="text"/>
<a href="#">&lt;&lt; Return to KSAO Rating Sheet</a>	<a href="#">Continue to Other Comments Section &gt;&gt;</a>

Save your work before you move on by clicking the save button above.

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## Survey Completion

### Comments

You have now completed the entire BDO job analysis survey. If you have any additional comments about the job or the survey, please type them in the box below and then hit the “save” button.

### Questions

If you have any questions concerning the survey, please contact the Helpdesk at 1-866-236-4285 between the hours of 8am and 5pm EST Monday through Friday or by email at [BDOJobAnalysis@air.org](mailto:BDOJobAnalysis@air.org). Please note that email correspondence **should not** contain Sensitive Security Information (SSI).

If you have any questions concerning TSA, please contact Jennifer King at TSA at 571-227-1501 or [jennifer.king@dhs.gov](mailto:jennifer.king@dhs.gov).

## Survey Completion (Continued)

### Submission Procedures

Once you have completed the survey, save your work and ensure that the file is protected with the current TSA national password. Then send a copy of the file by **March 23, 2010** as an attachment via email to [BDOJobAnalysis@air.org](mailto:BDOJobAnalysis@air.org). Once you have submitted your survey, delete the file from your computer by right-clicking on the survey file icon or file name and selecting the "Delete" option. Then, find the "Recycle Bin" on your computer's desktop, right-click on the icon for the bin, and select the "Empty Recycle Bin" option. This process will ensure that the file has been removed completely from your computer.

We sincerely appreciate your time and effort. Your expertise is critical to our work.

**Thank you!**

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## **Appendix U: BDO Job/Task Analysis Survey Invitation: Pilot Test**

U-1

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## BDO JOB/TASK ANALYSIS SURVEY INVITATION: PILOT TEST

The following invitation was sent by TSA representatives to selected subject matter experts (SMEs) regarding the BDO Job/Task Analysis Survey (pilot version) on January 28, 2010:

Dear Behavior Detection Officer,

The Transportation Security Administration (TSA) in partnership with the American Institutes for Research (AIR) is conducting a job analysis of the BDO position. This analysis will be instrumental in supporting the design and development of training courses and other tools that meet the needs of the BDO workforce. As a part of this effort TSA has selected you to participate in a survey about the BDO job. The purpose of this survey is to gain an understanding of how the work performed by BDOs has expanded and evolved over time and to generate a list of the knowledge, skills, and abilities required to perform successfully on the job.

The survey requires you to rate a list of work tasks performed by BDOs. For each task, you will be asked to rate its importance to the BDO job, the frequency with which the task is performed, and its difficulty. Similarly, you will be asked to rate the importance of a list of knowledge, skills, abilities, and other characteristics (KSAOs) that are associated with BDO performance as well as when each KSAO must be acquired by a BDO.

Participation in this survey is completely voluntary and your decision about participation will not affect your TSA standing in any way. Your responses will be kept confidential, and the findings from the survey will be reported to TSA as group data only; no individual responses will be provided.

The survey should take approximately 1 ½ hours to complete and should be completed during your scheduled tour of duty. The deadline for submitting the finished survey is February 3, 2010. To begin the survey, open the Excel file attached to this email using the current TSA national password. If you need technical assistance or have specific questions about the survey items or procedures, please call the Help Desk at 1-866-236-4285 between the hours of 8am and 5pm EST Monday through Friday, or by email at [BDOJobAnalysis@air.org](mailto:BDOJobAnalysis@air.org). Please do not include SSI information in email correspondence to the Help Desk.

Please note that this survey contains Sensitive Security Information (SSI). Please be sure to download this file to a secure location and ensure that the file is password protected at all times. Please do not forward this email.

As an expert on the BDO job your participation in the survey is invaluable. TSA and AIR would like to thank you in advance for your help.

U-2



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## Appendix V: BDO Job/Task Analysis Survey Invitation: Live Administration

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V-1

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## BDO JOB/TASK ANALYSIS SURVEY INVITATION: LIVE ADMINISTRATION

The following invitation was sent by TSA representatives to selected subject matter experts (SMEs) regarding the BDO Job Analysis Survey (live version) on March 9, 2010.

Dear Behavior Detection Officer,

The Transportation Security Administration (TSA) in partnership with the American Institutes for Research (AIR) is conducting a job analysis of the BDO position. This analysis will be instrumental in supporting the design and development of training courses and other tools that meet the needs of the BDO workforce. As a part of this effort TSA has selected you to participate in a survey about the BDO job. The purpose of this survey is to gain an understanding of how the work performed by BDOs has expanded and evolved over time and to generate a list of the knowledge, skills, and abilities required to perform successfully on the job.

The survey requires you to rate a list of work tasks performed by BDOs. For each task, you will be asked to rate its importance to the BDO job, the frequency with which the task is performed, and its difficulty. Similarly, you will be asked to rate the importance of a list of knowledge, skills, abilities, and other characteristics (KSAOs) that are associated with BDO performance as well as when each KSAO must be acquired by a BDO.

Participation in this survey is completely voluntary and your decision about participation will not affect your TSA standing in any way. Your responses will be kept confidential, and the findings from the survey will be reported to TSA as group data only; no individual responses will be provided.

The survey should take approximately 1 ½ hours to complete and should be completed during your scheduled tour of duty. The deadline for submitting the finished survey is **March 23, 2010**. To begin the survey, open the Excel file attached to this email using the current TSA national password. If you need technical assistance or have specific questions about the survey items or procedures, please call the Help Desk at 1-866-236-4285 between the hours of 8am and 5pm EST Monday through Friday, or by email at [BDOJobAnalysis@air.org](mailto:BDOJobAnalysis@air.org). Please do not include SSI information in email correspondence to the Help Desk.

Please note that this survey contains Sensitive Security Information (SSI). Please be sure to download this file to a secure location and ensure that the file is password protected at all times. Please do not forward this email.

As an expert on the BDO job your participation in the survey is invaluable. TSA and AIR would like to thank you in advance for your help.

V-2

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## Appendix W: BDO Job/Task Analysis Survey Help Desk Tracking Sheet

W-1

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## BDO JOB/TASK ANALYSIS SURVEY HELP DESK TRACKING SHEET

Table W-1. Help Desk Tracking Sheet of Issues and Resolutions

Issue							Resolution				
Survey Type	UID	Date	Time	Contact Method	Issue Type	Issue Summary	Date	Time	Issue Resolved?	What was the resolution of the comment or question?	
Pilot	P1	1/28/10	4:54 PM	Email	Survey Access: TSA Password Request	BDO did not know the TSA password that was used to protect the survey.	1/28/10	9:24 AM	Yes	Provided the password to the BDO and ensured he/she was able to open the survey.	
Pilot	P2	2/2/10	3:45 PM	Phone	Survey Access: TSA Password Request	BDO did not know the TSA password that was used to protect the survey.	2/2/10	3:45 PM	Yes	Provided the password to the BDO and ensured he/she was able to open the survey.	
Pilot	P3	2/3/10	11:15 AM	Phone	Technical: Excel User Error	BDO did not know how to enable macros.	2/3/10	11:25 AM	Yes	Walked through the steps to enable the macros for Excel 2007. It appeared the BDO was attempting to follow instructions for 2003, rather than 2007, prior to calling the help desk.	
Live	L1	3/9/10	8:10 AM	Phone	Survey Access: Preliminary Email Confusion	BDO explained that he/she had received an email forwarded by his/her manager to participate in the BDO survey; however, no survey was attached.	3/9/10	8:30 AM	Yes	AIR rep emailed PD and TSA. Unknown to AIR at the time, the preliminary email about the survey had been sent by TSA. TSA explained that this was the email the BDO had received, and actual survey email had just been emailed out (within minutes of AIR Rep contacting PD and TSA).	

W-2

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Table W-1. Help Desk Tracking Sheet of Issues and Resolutions (Continued)

Issue							Resolution			
Survey Type	UID	Date	Time	Contact Method	Issue Type	Issue Summary	Date	Time	Issue Resolved?	What was the resolution of the comment or question?
Live	L2	3/9/10	10:45 AM	Phone	Other: Ensuring Authenticity of Request	BDO received survey and wanted to "ensure that it was a Government request".	3/9/10	10:45 AM	Yes	AIR rep explained that we are a contractor to TSA who developed and will be collecting the results of the survey, but that it was sent to the BDOs directly by TSA.
Live	L3	3/9/10	2:00 PM	Phone	Survey Access: TSA Password Request	BDO did not know the TSA national password required to open the survey.	3/9/10	2:00 PM	Yes	Password provided; remained on line to ensure BDO was able to open the survey.
Live	L4	3/10/10	12:15 PM	Phone	Technical: Excel Error Message	Received message that aspects of the survey were not compatible with his older version of Excel.	3/10/10	12:30 PM	Yes	Explained that this type of message is normal, and that it was safe to click OK and continue with the survey.
Live	L5	3/10/10	1:20 PM	Phone	Technical: Excel User Error	BDO could not enter in data to Excel Sheet. He/she was receiving a message that the sheets were "protected".	3/10/10	1:30 PM	Yes	Determined that the BDO was attempting to make a selection on the Task Ratings Instruction tab. Once directed to the correct page for ratings to be made, the BDO acknowledged everything was working properly.
Live	L6	3/8/10	4:33 PM	Phone message	Survey Access: Preliminary Email Confusion	BDO received an email about the survey, but the survey itself was not attached.	3/10/10	5:00 PM	Yes	Determined that the BDO was referring to the preliminary email about the survey. Called BDO back the following day and BDO advised that he/she had since received the survey.

W-3

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Table W-1. Help Desk Tracking Sheet of Issues and Resolutions (Continued)

Issue							Resolution			
Survey Type	UID	Date	Time	Contact Method	Issue Type	Issue Summary	Date	Time	Issue Resolved?	What was the resolution of the comment or question?
Live	L7	3/9/10	12:55 PM	Phone message	Other: Survey Deadline	Instructions in the survey indicate the old pilot survey deadline. BDO wanted to clarify the deadline.	3/10/10	5:20 PM	Yes	Left a message for BDO that the actual deadline is March 23rd 2010, as indicated in the email, and not Feb 3rd 2010, as indicated in the survey instructions. Apologized for the error and instructed BDO to call back if he/she needed any further assistance or clarification.  Survey was also resent to all BDOs with the correct (extended) deadline listed in the survey and the body of the reminder email.
Live	L8	3/10/10	1:17 PM	Phone message	Technical: Excel User Error	BDO was having trouble making ratings on the Task Rating and KSAO Rating pages. Suspected the cause was the respondent may not be clicking in the correct cell or providing a valid response.	3/11/10	2:15 PM	Yes	BDO was attempting to make a selection on the Task Ratings Instruction tab. Once directed to the correct page for ratings to be made, the BDO acknowledged everything was working properly.
Live	L9	3/10/10	5:55 PM	Phone	Survey Access: TSA Password Request	BDO did not know the TSA national password required to open the survey.	3/10/10	5:55 PM	Yes	Password provided; remained on line to ensure BDO was able to open the survey.

W-4

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Table W-1. Help Desk Tracking Sheet of Issues and Resolutions (Continued)

Issue							Resolution			
Survey Type	UID	Date	Time	Contact Method	Issue Type	Issue Summary	Date	Time	Issue Resolved?	What was the resolution of the comment or question?
Live	L10	3/10/10	6:25 PM	Phone	Technical: Excel User Error	BDO was unable to enter his/her responses into the Task Rating sheet.	3/10/10	6:30 PM	Yes	BDO was able to enter letters into the cell but not numbers. He/she had accidentally enabled the Number Lock key on his/her keyboard. When this was disabled, he/she was able to proceed with her ratings.
Live	L11	3/11/10	12:12 AM	Email	Survey Access: TSA Password Request	BDO did not know the TSA national password required to open the survey.	3/11/10	10:00 AM	Yes	Provided the password to the BDO and instructed to contact if problems persisted.
Live	L12	3/11/10	9:23 AM	Email	Survey Access: TSA Password Request	BDO did not know the TSA national password required to open the survey.	3/11/10	10:00 AM	Yes	Provided the password to the BDO and instructed to contact if problems persisted.
Live	L13	3/11/10	10:25 AM	Phone	Survey Content: Rating Scales	BDO was struggling with the task rating scale on frequency. Specifically, how should he/she respond if he/she does something a few times a week? However...in talking with the BDO, there was a secondary issue: he/she is an STSM completing the survey.	3/11/10	10:30 AM	Yes	Advised BDO to provide the answer he/she was most comfortable with providing, and suggested that in the Comments page, he/she specifically indicate the question number of concern, and the answer he provided. Suggested that the BDO indicate that an analyst may want to revisit his/her response to this item.  Also contacted AIR PD to alert him/her to the issue of the STSM completing the survey.

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W-5

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Table W-1. Help Desk Tracking Sheet of Issues and Resolutions (Continued)

Issue							Resolution			
Survey Type	UID	Date	Time	Contact Method	Issue Type	Issue Summary	Date	Time	Issue Resolved?	What was the resolution of the comment or question?
Live	L14	3/11/10	2:13 PM	Phone	Survey Access: TSA Password Request	BDO did not know the TSA national password required to open the survey.	3/11/10	2:14 AM	Yes	Password provided; remained on line to ensure BDO was able to open the survey.
Live	L15	3/11/10	2:21 PM	Email	Survey Access: TSA Password Request	BDO did not know the TSA national password required to open the survey.	3/11/10	3:05 PM	Yes	Provided the password to the BDO via email and instructed to contact the Help Desk if problems persisted.
Live	L16	3/12/10	9:45 AM	Phone	Survey Content: Rating Scales	BDO was struggling with the frequency rating scale. BDO explained that a lot of the tasks are subject to the occurrence of other tasks. He/she wanted to know whether to rate the frequency of the task in general, or the frequency of the task when the prerequisite occurs.	3/12/10	9:47 AM	Yes	Advised BDO to provide the rating based on the actual frequency of the task occurring (even though it is dependent on another prerequisite task). Suggested he/she make note of this issue in the comments section at the end of the survey.
Live	L17	3/12/10	7:27 AM	Email	Other: Password Issue	BDO did not know the TSA national password required to open the survey.	3/12/10	10:09 AM	Yes	Provided the password to the BDO via email and instructed to contact if problems persisted.(It was later determined that this email was interpreted incorrectly; the STSM was actually requesting a new password to use for the survey dissemination; See L19 & L21).

W-6

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Table W-1. Help Desk Tracking Sheet of Issues and Resolutions (Continued)

Issue							Resolution			
Survey Type	UID	Date	Time	Contact Method	Issue Type	Issue Summary	Date	Time	Issue Resolved?	What was the resolution of the comment or question?
Live	L18	3/11/10	6:32 PM	Phone message	Survey Access: Password Issue	BDO left a message indicating he/she had completed the survey but was unable to reopen it before submitting. BDO said he/she would call back the following day for assistance.	3/12/10	12:24 PM	Yes	Determined BDO was reversing two of the letters in the password. Remained on the line to ensure BDO was able to reopen the survey.
Live	L19	3/12/10	12:35 PM	Phone	Other: Request for Help Desk Email	An "SSI-certified" individual called to verify the help desk email...he/she wanted to email us regarding "some issues they are having with the survey."	3/12/10	12:40 PM	Yes	Confirmed email address. AIR rep asked if there was anything we could assist with over the phone; individual asked if we are contractors. AIR rep explained that we are and that we helped develop the survey for TSA. He/she also asked who our primary TSA POCs have been. AIR rep provided this information.
Live	L20	3/12/10	1:30 PM	Phone	Technical: Submission	BDO called to ensure receipt of his/her survey.	3/12/10	1:32 PM	Yes	AIR rep located file in the Help Desk Inbox, opened file, and ensured that all data were included. AIR rep Confirmed with BDO that he/she could now delete the file from his/her computer. AIR rep thanked BDO for his/her time and effort in ensuring the receipt of the survey.

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W-7

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~~Sensitive Security Information (SSI)~~

Table W-1. Help Desk Tracking Sheet of Issues and Resolutions (Continued)

Issue							Resolution			
Survey Type	UID	Date	Time	Contact Method	Issue Type	Issue Summary	Date	Time	Issue Resolved?	What was the resolution of the comment or question?
Live	L21	3/12/10	12:51 PM	Email	Other: Password Issue	TSA Executive Assistant emailed Help Desk to explain that the STSM had sent a previous email (3/12/10, 7:27 AM) requesting a new password to give to their BDOs to open the survey because BDOs at this particular airport are not given the National TSA Password (for security purposes). This original email was misinterpreted as a request for the password, however.  Further, the individual noted, as a friendly reminder, the protocol for sending the National TSA password via email.	3/12/10	1:40 PM	Yes.	AIR rep responded to this email indicating that AIR will work with TSA to determine who will be sending their BDOs a version of the survey with a new password. TSA further replied that they will work with the team at this airport to determine the best solution.
Live	L22	3/15/10	3:15 PM	Phone	Survey Access: TSA Password Request	BDO received survey but was unaware of the TSA National Password.	3/15/10	3:17 PM	Yes	Provided BDO with the password. BDO was not at computer at the time; AIR rep asked that he/she call us back with any further issues.

W-8

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Table W-1. Help Desk Tracking Sheet of Issues and Resolutions (Continued)

Issue							Resolution			
Survey Type	UID	Date	Time	Contact Method	Issue Type	Issue Summary	Date	Time	Issue Resolved?	What was the resolution of the comment or question?
Live	L23	3/15/10	4:13 PM	Email	Technical: Submission	BDO emailed asking how to find missing files saved on the computer, whether or not to be worried if file was less than 100K, and asked why we did not include a submit button at the end of the survey.	3/15/10	5:44 PM	Yes	Replied to email giving pointers on how to find missing documents, explained that the size of his/her file was due to saving up to .xlsx, and provided rationale of SSI for our decision not to use an online survey with a submit button.
Live	L24	3/16/10	6:00 PM	Phone	Survey Access: Request to Resend	BDO informed service desk that all his/her emails previous to 3/9 were deleted and requested the email be resent with survey attached.	3/17/10	9:00 AM	Yes	Emailed TSA for guidance and TSA decided to send the survey to the BDO directly (rather than having AIR send out the survey).
Live	L25	3/19/10	11:00 AM	Phone	Survey Access: Request to Resend	BDO called (for a second time) to inform us that he had not received an email with the survey.	3/19/10	11:12 AM	Yes	Sent a follow up email to TSA letting them know that BDO had not received the survey. TSA forwarded the survey to the BDO shortly thereafter.
Live	L26	3/18/10	7:45 PM	Email	Other: Email Received in Error	BDO sent an email to the helpdesk in error.	3/19/10	2:45 PM	Yes	Emailed BDO to let him/her know we had received his/her email in error, and told him/her to give us a call or send us an email if he/she had any questions or concerns.

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Table W-1. Help Desk Tracking Sheet of Issues and Resolutions (Continued)

Issue							Resolution				
Survey Type	UID	Date	Time	Contact Method	Issue Type	Issue Summary	Date	Time	Issue Resolved?	What was the resolution of the comment or question?	
Live	L27	3/22/10	12:30 PM	Phone	Survey Access: Request to Resend	BDO received notification about the survey but did not receive the attachment.	3/22/10	2:30 PM	Yes	AIR emailed TSA to inform them of the request. TSA rep responded that he/she would take care of emailing the survey to the BDO.	
Live	L28	3/22/10	6:52 PM	Email	Survey Access: Question about Participation	BDO was concerned because he/she had not received an email requesting his/her participation in the BDO JA Survey.	3/29/10	12:50 PM	Yes	Emailed BDO to explain that the survey was sent to a small representative sample of BDOs in order to minimize overall burden on the BDO workforce. Thanked him/her for expressing interest in participating in the survey but let him/her know that only BDOs who received a request from TSA to participate should do so. Asked for any comments BDO has regarding the BDO job, training, and selection, ensured confidentiality, and asked that the BDO contact us if he/she has any further comments or questions.	
Live	L29	3/23/10	11:45 AM	Phone	Technical: Submission	BDO called to say that he/she had completed a large part of the survey but could not locate the file.	3/23/10	11:48 PM	Unsure	Walked BDO through some methods for searching for files on the computer. BDO discussed trying some other methods for finding the file (e.g. checking other desktops). AIR rep told BDO to call back if he/she was still unable to find his/her survey.	

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## **Appendix X: BDO Job/Task Analysis Survey Quantitative Data: Managers**

X-1

~~Sensitive Security Information (SSI)~~

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## BDO JOB/TASK ANALYSIS SURVEY QUANTITATIVE DATA: MANAGERS

Table X-1. Task Frequency Ratings

Duty	Task #	Task Statement	n	Frequency			
				M	SD	NP%	NA%
Preparation	1	(b)(3):49 U.S.C. § 114(r)					
	2						
	3						
	4						
	5						
	6						
	7						
	8						
	9						
	10						
	11						

X-2

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**Table X-1. Task Frequency Ratings (Continued)**

Duty	Task #	Task Statement	Frequency			
			M	SD	NP%	NA%
<b>SPOT Behavior Observation and Analysis</b>		(b)(3):49 U.S.C. § 114(r)				
	12					
	13					
	14					
	15					
	16					
	17					
	18					
	19					
	20					
	21					
	22					
23						
24						

X-3

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**Table X-1. Task Frequency Ratings (Continued)**

Duty	Task #	Task Statement	n	Frequency			
				M	SD	NP%	NA%
SPOT Behavior Observation and Analysis	25	(b)(3):49 U.S.C. § 114(r)					
	26						
	27						
	28						
	29						
	30						
SPOT Referral Screening	31						
	32						
	33						
	34						
	35						
	36						
	37						
	38						
	39						

X-4

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**Table X-1. Task Frequency Ratings (Continued)**

Duty	Task #	Task Statement	n	Frequency			
				M	SD	NP%	NA%
<b>SPOT Referral Screening</b>	40	(b)(3):49 U.S.C. § 114(r)					
	41						
	42						
	43						
	44						
	45						
	46						
	47						
	48						
	49						
	50						
	51						
	52						
	53						
54							

X-5

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Table X-1. Task Frequency Ratings (Continued)

Duty	Task #	Task Statement	n	Frequency			
				M	SD	NP%	NA%
SPOT Referral Screening	55	(b)(3):49 U.S.C. § 114(r)					
	56						
	57						
	58						
	59						
	60						
	61						
	62						
63							
LEO Notification and Interaction	64						
	65						
	66						
	67						
	68						
	69						
70							

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~~Sensitive Security Information (SSI)~~

Table X-1. Task Frequency Ratings (Continued)

Duty	Task #	Task Statement	n	Frequency			
				M	SD	NP%	NA%
LEO Notification and Interaction	71	(b)(3):49 U.S.C. § 114(r)					
	72						
	73						
SPOT Reporting and Documentation	74						
	75						
	76						
	77						
	78						
	79						
	80						
	81						
	82						
	83						
	84						

X-7

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**Table X-1. Task Frequency Ratings (Continued)**

Duty	Task #	Task Statement	n	Frequency			
				M	SD	NP%	NA%
<b>Other Security Operations</b>	85	(b)(3):49 U.S.C. § 114(r)					
	86						
	87						
	88						
	89						
	90						
	91						
	92						
	93						
<b>Other Job Duties</b>	94						
	95						
	96						
	97						
	98						
	99						
	100						

X-8

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**Table X-1. Task Frequency Ratings (Continued)**

Duty	Task #	Task Statement	n	Frequency			
				M	SD	NP%	NA%
<b>Other Job Duties</b>	101	Serve as a liaison by relaying information among BDOs and others.	39	4.33	0.87	0.0%	0.0%
	102	Provide performance input for other BDOs' performance appraisals.	39	3.41	1.29	0.0%	0.0%
	103	Participate in the training, operation, and testing of new security equipment and techniques.	39	1.81	1.20	15.4%	17.9%
	104	Conduct shift briefing, as needed.	39	4.63	0.59	0.0%	2.6%
	105	Perform administrative duties such as making daily assignments, verifying leave requests, and ensuring that BDOs accurately document time and attendance.	39	4.72	0.72	0.0%	0.0%
	106	Conduct call with the Identity Verification Call Center (IVCC) to verify passenger identity when the appropriate ID is not present.	38	2.46	1.51	21.1%	44.7%
	107	Provide consultation to TDCs, as requested.	39	3.42	1.47	5.1%	33.3%
	108	Provide briefings about the SPOT program to non-BDO personnel on a need-to-know basis.	39	2.03	1.03	0.0%	7.7%
	109	Provide customer service by directing passengers or answering questions, as needed.	39	4.74	0.75	0.0%	0.0%
	110	Perform TDC functions, as needed.	38	1.67	0.89	23.7%	44.7%

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**Table X-2. Task Importance Ratings**

Duty	Task #	Task Statement	n	Importance			
				M	SD	NA%	r <sub>wa</sub>
Preparation	1	(b)(3):49 U.S.C. § 114(r)					
	2						
	3						
	4						
	5						
	6						
	7						
	8						
	9						
	10						
	11						
SPOT Behavior Observation and Analysis	12						
	13						

X-10

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**Table X-2. Task Importance Ratings (Continued)**

Duty	Task #	Task Statement	n	Importance			
				M	SD	NA%	r <sub>wg</sub>
<b>SPOT Behavior Observation and Analysis</b>	14	(b)(3):49 U.S.C. § 114(r)					
	15						
	16						
	17						
	18						
	19						
	20						
	21						
	22						
	23						
	24						
	25						
	26						
	27						

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**Table X-2. Task Importance Ratings (Continued)**

Duty	Task #	Task Statement	n	Importance			
				M	SD	NA%	Low
SPOT Behavior Observation and Analysis	28	(b)(3):49 U.S.C. § 114(r)					
	29						
	30						
SPOT Referral Screening	31						
	32						
	33						
	34						
	35						
	36						
	37						
	38						
	39						
	40						

X-12

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**Table X-2. Task Importance Ratings (Continued)**

Duty	Task #	Task Statement	n	Importance				
				M	SD	NA%	r <sub>wt</sub>	
<b>SPOT Referral Screening</b>	41	(b)(3):49 U.S.C. § 114(r)						
	42							
	43							
	44							
	45							
	46							
	47							
	48							
	49							
	50							
	51							
	52							
	53							
	54							

X-13

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**Table X-2. Task Importance Ratings (Continued)**

Duty	Task #	Task Statement	n	Importance			
				M	SD	NA%	Low
SPOT Referral Screening	55	(b)(3):49 U.S.C. § 114(r)					
	56						
	57						
	58						
	59						
	60						
	61						
	62						
63							
LEO Notification and Interaction	64						
	65						
	66						
	67						
	68						

X-14

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**Table X-2. Task Importance Ratings (Continued)**

Duty	Task #	Task Statement	n	Importance			
				M	SD	NA%	R <sub>max</sub>
<b>LEO Notification and Interaction</b>	69	(b)(3):49 U.S.C. § 114(r)					
	70						
	71						
	72						
	73						
<b>SPOT Reporting and Documentation</b>	74						
	75						
	76						
	77						
	78						
	79						
	80						
	81						

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**Table X-2. Task Importance Ratings (Continued)**

Duty	Task #	Task Statement	n	Importance			
				M	SD	NA%	r <sub>wg</sub>
SPOT Reporting and Documentation	82	(b)(3); 49 U.S.C. § 114(r)					
	83						
	84						
Other Security Operations	85						
	86						
	87						
	88						
	89						
	90						
	91						
	92						
	93						

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**Table X-2. Task Importance Ratings (Continued)**

Duty	Task #	Task Statement	n	Importance			
				M	SD	NA%	r <sub>wg</sub>
<b>Other Job Duties</b>	94	(b)(3):49 U.S.C. § 114(r)					
	95						
	96						
	97						
	98						
	99						
	100						
	101						
	102						
	103						
	104						
	105						
	106						
107							
108							
109							
110							

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**Table X-3. Task Difficulty Ratings**

Duty	Task #	Task Statement	n	Difficulty		
				M	SD	NA%
<b>Preparation</b>	1	(b)(3);49 U.S.C. § 114(r)				
	2					
	3					
	4					
	5					
	6					
	7					
	8					
	9					
	10					
	11					
<b>SPOT Behavior Observation and Analysis</b>	12					
	13					
	14					
	15					

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**Table X-3. Task Difficulty Ratings (Continued)**

Duty	Task #	Task Statement	n	Difficulty		
				M	SD	NA%
SPOT Behavior Observation and Analysis	16	(b)(3):49 U.S.C. § 114(r)				
	17					
	18					
	19					
	20					
	21					
	22					
	23					
	24					
	25					
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Table X-3. Task Difficulty Ratings (Continued)

Duty	Task #	Task Statement	n	Difficulty		
				M	SD	NA%
SPOT Referral Screening	31	(b)(3):49 U.S.C. § 114(r)				
	32					
	33					
	34					
	35					
	36					
	37					
	38					
	39					
	40					
	41					
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Table X-3. Task Difficulty Ratings (Continued)

Duty	Task #	Task Statement	n	Difficulty		
				M	SD	NA%
SPOT Referral Screening	46	(b)(3):49 U.S.C. § 114(r)				
	47					
	48					
	49					
	50					
	51					
	52					
	53					
	54					
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**Table X-3. Task Difficulty Ratings (Continued)**

Duty	Task #	Task Statement	Difficulty		
			M	SD	NA&K
SPOT Referral Screening	61	(b)(3);49 U.S.C. § 114(r)			
	62				
	63				
LEO Notification and Interaction	64				
	65				
	66				
	67				
	68				
	69				
	70				
	71				
	72				
	73				
SPOT Reporting and Documentation	74				
	75				
	76				
	77				
	78				

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**Table X-3. Task Difficulty Ratings (Continued)**

Duty	Task #	Task Statement	n	Difficulty		
				M	SD	NA%
SPOT Reporting and Documentation	79	(b)(3);49 U.S.C. § 114(r)				
	80					
	81					
	82					
	83					
	84					
Other Security Operations	85					
	86					
	87					
	88					
	89					
	90					
	91					

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**Table X-3. Task Difficulty Ratings (Continued)**

Duty	Task #	Task Statement	n	Difficulty		
				M	SD	NA%
Other Security Operations	92	(b)(3);49 U.S.C. § 114(r)				
	93					
Other Job Duties	94					
	95					
	96					
	97					
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**Table X-4. KSAO Importance Ratings**

KSAO #	KSAO	n	Importance			
			M	SD	NA%	r <sub>wg</sub>
1	Honesty/Integrity	38	4.90	.35	0.0%	0.94
2	Professionalism	38	4.85	.41	0.0%	0.92
3	Commitment to teamwork	38	4.76	0.49	0.0%	0.88
4	Commitment to public safety	38	4.71	0.46	0.0%	0.89
5	Skill in inspecting individuals' accessible property and/or carry-on baggage	38	4.73	.53	0.0%	0.86
6	Able to work in a reliable, responsible, and dependable manner	38	4.57	0.60	0.0%	0.82
7	Knowledge of characteristics of fraudulent documents	38	4.69	.58	0.0%	0.83
8	Skill in effective listening	38	4.69	.57	0.0%	0.84
9	Knowledge of permitted and prohibited items	38	4.68	.58	0.0%	0.83
10	Open-minded	38	4.68	.56	0.0%	0.84
11	Knowledge of procedures to inspect individuals' accessible property and/or carry-on baggage	38	4.67	.55	0.0%	0.85
12	Detail-oriented	38	4.65	.62	0.0%	0.81
13	Skill in oral communication	38	4.65	.61	0.0%	0.81
14	Knowledge of the procedures required in a security breach	37	4.65	.65	2.7%	0.79
15	Knowledge of information on travel documents	38	4.63	.67	0.0%	0.77
16	Skill in responding tactfully, sensitively, and appropriately, and treating others with respect	38	4.63	.62	0.0%	0.81
17	Knowledge of information on IDs	38	4.63	.64	0.0%	0.79
18	Stress tolerance: Able to accept criticism and deal calmly and effectively with high stress situations	38	4.62	.59	0.0%	0.83
19	Able to work cooperatively with others to achieve shared goals	38	4.34	0.81	0.0%	0.67
20	Skill in creating and maintaining a culture that fosters high standards of ethics	38	4.62	.66	0.0%	0.78
21	Cultural sensitivity: Able to recognize variations among cultures and treat all people with respect	38	4.61	.63	0.0%	0.80
22	Flexibility	38	4.61	.63	0.0%	0.80
23	Knowledge of screening procedures associated with discovery of prohibited items	37	4.60	.65	0.0%	0.79
24	Skill in decision-making, including perceiving the impact and implications of decisions; and making effective and timely decisions, even when data are limited or solutions produce unpleasant consequences	37	4.60	.64	0.0%	0.80
25	Skill in working with minimal or no supervision	37	4.60	.66	0.0%	0.78

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**Table X-4. KSAO Importance Ratings (Continued)**

KSAO #	KSAO	n	Importance			
			M	SD	NA%	r <sub>wg</sub>
26	Skill in clarifying information	38	4.60	.66	0.0%	0.78
27	Comfort with social interactions	38	4.24	0.85	0.0%	0.64
28	Skill in remembering factual information, including numbers and procedures	37	4.57	.66	0.0%	0.78
29	Ability to retain and recall information	38	4.32	0.88	0.0%	0.61
30	Skill in using explosives trace detection (ETD) equipment to inspect baggage and accessible property	38	4.56	.69	0.0%	0.76
31	Command presence	38	4.70	0.52	0.0%	0.86
32	Skill in self-management, including displaying a high level of initiative and effort, and completing assignments in a timely manner	37	4.55	.69	0.0%	0.76
33	Knowledge of proper alarm resolution procedures	38	4.54	.70	0.0%	0.75
34	Able to multi-task	38	4.06	0.95	0.0%	0.54
35	Knowledge of TSA transportation security policies, directives, and regulations	38	4.54	.70	0.0%	0.76
36	Skill in managing one's own time	37	4.53	.71	0.0%	0.75
37	Ability to stand for long periods of time	38	4.41	0.72	0.0%	0.74
38	Skill in interacting with diverse individuals (e.g., differing backgrounds, ages)	37	4.52	.69	0.0%	0.76
39	Ability to quickly make sense of, combine, and organize information	38	4.58	0.60	0.0%	0.82
40	Skill in reading and comprehension	38	4.50	.81	0.0%	0.67
41	Skill in adapting behavior and work methods in response to new information, changing conditions, or unexpected obstacles	38	4.49	.69	0.0%	0.76
42	Skill in written communication	38	4.49	.75	0.0%	0.72
43	Skill in thinking critically to identify solutions, conclusions, or approaches to problems	38	4.48	.69	0.0%	0.76
44	Knowledge of special category screening procedures, including, but not limited to, diplomatic pouches and hazardous materials	38	4.43	.77	0.0%	0.70
45	Able to balance customer service with public safety	38	4.21	0.84	0.0%	0.64
46	Ability to see details at close range (i.e., within a few feet)	38	4.64	0.59	0.0%	0.82
47	Skill in sharing information, knowledge, and expertise with team members	38	4.39	.77	0.0%	0.71
48	Ability to see details at a distance (i.e., more than few feet away)	38	3.97	1.03	0.0%	0.47

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**Table X-4. KSAO Importance Ratings (Continued)**

KSAO #	KSAO	n	Importance			
			M	SD	NA%	r <sub>wg</sub>
49	Skill in inspiring and fostering team commitment, spirit, pride, and trust	38	4.36	.82	0.0%	0.66
50	Willingness to work a flexible schedule	38	4.32	.89	0.0%	0.60
51	Skill in note-taking	38	4.31	.86	0.0%	0.63
52	Skill in using tools for examining IDs (e.g., black light, magnification loupe)	38	4.30	.85	0.0%	0.63
53	Skill in applying general rules to specific problems	37	4.25	.87	0.0%	0.62
54	Ability to (b)(3):49 U.S.C. § 114(r)	38	4.32	0.96	0.0%	0.54
55	Ability to walk up to two (2) miles during a shift	38	4.32	0.84	0.0%	0.65
56	Ability to perceive/distinguish colors (e.g., red, green, blue, yellow, orange, purple, brown, black, white, gray)	38	4.78	0.42	2.6%	0.91
57	Ability to walk more than two (2) miles during a shift	38	4.63	0.63	2.6%	0.80
58	Skill in using software for electronic mail	38	4.00	1.01	0.0%	0.49
59	Skill in using computer hardware and peripherals	38	3.99	.97	2.6%	0.53
60	Ability to efficiently and thoroughly manipulate and lift baggage, containers, and other objects subject to security processing	38	4.34	0.78	0.0%	0.70
61	Skill in using word processing software	38	3.85	1.04	0.0%	0.46
62	Ability to maintain physical agility that would allow for squatting and bending	38	4.68	0.57	0.0%	0.83
63	Ability to lift and carry baggage weighing up to 40 pounds	38	4.66	0.53	2.6%	0.86
64	Ability to lift and carry baggage weighing up to 70 pounds	38	4.57	0.60	15.8%	0.82
65	Knowledge of critical and clustered categories of suicide bomber indicators	38	4.90	.31	0.0%	0.95
66	Skill in identifying behaviors and assigning the proper point value to them	38	4.89	.32	0.0%	0.95
67	Knowledge of stress cues and appearance factors	38	4.88	.32	0.0%	0.95
68	Knowledge of fear cues and appearance factors	38	4.88	.34	0.0%	0.94
69	Knowledge of deception cues and appearance factors	38	4.87	.36	0.0%	0.94
70	Knowledge of situations that require immediate LEO notification	38	4.86	.36	0.0%	0.94
71	Knowledge of the point values associated with behaviors and other criteria	37	4.86	.39	0.0%	0.92
72	Knowledge of the signs of deception (b)(3):49 U.S.C. § 114(r)	38	4.86	.36	0.0%	0.94

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**Table X-4. KSAO Importance Ratings (Continued)**

KSAO #	KSAO	n	Importance			
			M	SD	NA%	r <sub>wg</sub>
73	Knowledge of the steps of the SPOT referral process	37	4.82	.46	0.0%	0.90
74	Skill in conducting an effective casual conversation to obtain resolution	38	4.81	.45	0.0%	0.90
75	Knowledge of signs of possible surveillance activity by individuals	38	4.80	.44	0.0%	0.90
76	Knowledge of criteria for assigning the initial point	38	4.77	.54	0.0%	0.85
77	Knowledge of the procedures to determine baselines and deviations from baseline	36	4.76	.47	0.0%	0.89
78	Knowledge of criteria for points (b)(3):49	38	4.76	.56	0.0%	0.84
79	Knowledge of LEO referral process	38	4.75	.49	0.0%	0.88
80	Knowledge of unusual items	38	4.62	.61	0.0%	0.82
81	Knowledge of SPOT theory and program background	38	4.25	1.06	0.0%	0.44
82	Commitment to the SPOT program	38	4.58	0.64	0.0%	0.79
83	Ability to identify and focus on behaviors among other distracting information or stimuli	38	4.76	0.43	0.0%	0.91
84	Skill in identifying fraudulent documents	38	4.71	.55	0.0%	0.85
85	Ability to maintain focus and awareness over long periods of time	38	4.59	0.60	0.0%	0.82
86	Skill in quickly and accurately identifying similarities and differences from the baseline	38	4.66	.56	0.0%	0.84
87	Ability to perform basic mental math to quickly calculate accrued behavior and appearance factor points	38	4.63	0.54	0.0%	0.85
88	Skill in acting discretely when using quick reference materials on duty, communicating with other BDOs and TSOs, and holding casual conversations with travelers	37	4.57	.69	0.0%	0.76
89	Skill in completing required documents and/or paperwork (e.g., SPOT Incident Reports, SPOT Referral Report)	37	4.53	.68	0.0%	0.77
90	Skill in identifying individuals who appear to be the subject of an AMBER Alert, law enforcement, or other intelligence-driven report	38	4.52	.77	0.0%	0.71
91	Skill in non-verbal communication	38	4.51	.73	0.0%	0.73
92	Skill in using combined information to draw a conclusion or to solve a problem	37	4.50	.73	2.7%	0.74
93	Knowledge of latest security-related intelligence (e.g., Amber Alerts, BOLOs, terrorist organizations, gangs)	38	4.46	.75	0.0%	0.72

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**Table X-4. KSAO Importance Ratings (Continued)**

KSAO #	KSAO	n	Importance			
			M	SD	NA%	r <sub>wg</sub>
94	Knowledge of procedures and requirements for notifying SPOT Transportation Security Manager (STSM), Supervisory Transportation Security Officer (STSO), or others, as appropriate	37	4.44	.79	0.0%	0.69
95	Knowledge of reporting requirements and procedures	37	4.43	.83	0.0%	0.66
96	Skill in determining the importance, accuracy, and effectiveness of data	36	4.39	.79	5.6%	0.68
97	Skill in recognizing people	37	4.36	.90	0.0%	0.59
98	Skill in using visual sensory information to make comparisons and/or evaluations	38	4.35	.83	2.6%	0.65
99	Skill in gathering and systematically maintaining data	37	4.35	.83	2.7%	0.66
100	Knowledge of other security or law enforcement entities, such as the FBI and local police, and their scope of responsibility and authority with respect to the work of BDOs	38	4.29	.85	0.0%	0.64
101	Skill in motivating team members to accomplish group goals	38	4.27	.84	0.0%	0.64
102	Skill in managing and resolving conflicts and disagreements among team members in a constructive manner	38	4.24	.89	0.0%	0.60
103	Knowledge of Additional Behavior Detection Training (ABDT) or other behavior detection techniques	38	4.18	.94	0.0%	0.55
104	Skill in operating communication equipment (e.g., cell phone, two-way radio)	38	4.17	.96	0.0%	0.54
105	Creativity: Able to come up with unusual or clever ideas about a situation or to develop creative ways to solve a problem	38	4.16	.91	0.0%	0.59
106	Knowledge of Identity Verification Call Center (IVCC) procedures	38	4.15	1.03	5.3%	0.47
107	Skill in using job-specific software and applications (e.g., PARIS, SPOT database, on-line training programs)	38	4.07	.98	0.0%	0.52
108	Knowledge of the procedures for documenting employee time and attendance	37	3.98	1.15	2.7%	0.34
109	Skill in providing performance feedback to others	38	3.93	1.08	0.0%	0.41
110	Ability to detect or tell the differences between (b)(3);49 U.S.C. § 114(r)	38	4.76	0.43	5.3%	0.91
111	Knowledge of occupational health and safety protocols and requirements	38	3.90	1.15	2.6%	0.34
112	Knowledge of equipment sign-in and sign-out procedures	38	3.89	1.22	5.3%	0.26

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**Table X-4. KSAO Importance Ratings (Continued)**

KSAO #	KSAO	n	Importance			
			M	SD	NA%	r <sub>wg</sub>
113	Knowledge of the time and/or staffing requirements associated with work assignments, training, and security operations	38	3.88	1.15	5.3%	0.34
114	Skill in using cameras or video capturing devices to collect and review information about individuals or incidents	38	3.86	1.15	5.3%	0.34
115	Skill in tracking team member assignments, attendance, and time spent on various work activities	38	3.84	1.09	2.6%	0.40
116	Skill in using software to create and manage spreadsheets	38	3.52	1.21	5.3%	0.27

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**Table X-5. KSAO When Required Ratings**

KSAO #	KSAO	n	When Required			
			Before BDO Training	Upon completion of BDO Training	After starting the job	NA %
1	Honesty/Integrity	38	97.4%	2.6%	0.0%	0.0%
2	Professionalism	38	94.7%	5.3%	0.0%	0.0%
3	Commitment to teamwork	38	100.0%	0.0%	0.0%	0.0%
4	Commitment to public safety	38	60.5%	39.5%	0.0%	0.0%
5	Skill in inspecting individuals' accessible property and/or carry-on baggage	38	52.6%	36.8%	10.5%	0.0%
6	Able to work in a reliable, responsible, and dependable manner	38	94.7%	5.3%	0.0%	0.0%
7	Knowledge of characteristics of fraudulent documents	38	47.4%	39.5%	13.2%	0.0%
8	Skill in effective listening	38	81.6%	7.9%	10.5%	0.0%
9	Knowledge of permitted and prohibited items	38	63.2%	34.2%	2.6%	0.0%
10	Open-minded	38	86.8%	10.5%	2.6%	0.0%
11	Knowledge of procedures to inspect individuals' accessible property and/or carry-on baggage	38	63.2%	34.2%	2.6%	0.0%
12	Detail-oriented	38	89.5%	7.9%	2.6%	0.0%
13	Skill in oral communication	38	84.2%	7.9%	7.9%	0.0%
14	Knowledge of the procedures required in a security breach	37	59.5%	18.9%	18.9%	2.7%
15	Knowledge of information on travel documents	38	52.6%	42.1%	5.3%	0.0%
16	Skill in responding tactfully, sensitively, and appropriately, and treating others with respect	38	86.8%	5.3%	7.9%	0.0%
17	Knowledge of information on IDs	38	47.4%	44.7%	7.9%	0.0%
18	Stress tolerance: Able to accept criticism and deal calmly and effectively with high stress situations	38	94.7%	2.6%	2.6%	0.0%
19	Able to work cooperatively with others to achieve shared goals	38	92.1%	2.6%	5.3%	0.0%
20	Skill in creating and maintaining a culture that fosters high standards of ethics	38	92.1%	5.3%	2.6%	0.0%
21	Cultural sensitivity: Able to recognize variations among cultures and treat all people with respect	38	100.0%	0.0%	0.0%	0.0%

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**Table X-5. KSAO When Required Ratings (Continued)**

KSAO #	KSAO	n	When Required			
			Before BDO Training	Upon completion of BDO Training	After starting the job	NA %
22	Flexibility	38	92.1%	7.9%	0.0%	0.0%
23	Knowledge of screening procedures associated with discovery of prohibited items	37	62.2%	29.7%	8.1%	0.0%
24	Skill in decision-making, including perceiving the impact and implications of decisions; and making effective and timely decisions, even when data are limited or solutions produce unpleasant consequences	37	81.1%	5.4%	13.5%	0.0%
25	Skill in working with minimal or no supervision	38	89.5%	5.3%	5.3%	0.0%
26	Skill in clarifying information	38	71.1%	18.4%	10.5%	0.0%
27	Comfort with social interactions	38	76.3%	10.5%	13.2%	0.0%
28	Skill in remembering factual information, including numbers and procedures	38	73.7%	15.8%	10.5%	0.0%
29	Ability to retain and recall information	38	81.6%	15.8%	2.6%	0.0%
30	Skill in using explosives trace detection (ETD) equipment to inspect baggage and accessible property	38	63.2%	23.7%	13.2%	0.0%
31	Command presence	38	92.1%	5.3%	2.6%	0.0%
32	Skill in self-management, including displaying a high level of initiative and effort, and completing assignments in a timely manner	38	84.2%	7.9%	7.9%	0.0%
33	Knowledge of proper alarm resolution procedures	38	57.9%	31.6%	10.5%	0.0%
34	Able to multi-task	38	97.4%	2.6%	0.0%	0.0%
35	Knowledge of TSA transportation security policies, directives, and regulations	38	71.1%	15.8%	13.2%	0.0%
36	Skill in managing one's own time	38	86.8%	5.3%	7.9%	0.0%
37	Ability to stand for long periods of time	38	89.5%	7.9%	2.6%	0.0%
38	Skill in interacting with diverse individuals (e.g., differing backgrounds, ages)	37	83.8%	5.4%	10.8%	0.0%
39	Ability to quickly make sense of, combine, and organize information	38	76.3%	18.4%	5.3%	0.0%

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**Table X-5. KSAO When Required Ratings (Continued)**

KSAO #	KSAO	n	When Required			
			Before BDO Training	Upon completion of BDO Training	After starting the job	NA %
40	Skill in reading and comprehension	38	89.5%	5.3%	5.3%	0.0%
41	Skill in adapting behavior and work methods in response to new information, changing conditions, or unexpected obstacles	38	78.9%	7.9%	13.2%	0.0%
42	Skill in written communication	38	81.6%	7.9%	10.5%	0.0%
43	Skill in thinking critically to identify solutions, conclusions, or approaches to problems	38	78.9%	15.8%	5.3%	0.0%
44	Knowledge of special category screening procedures, including, but not limited to, diplomatic pouches and hazardous materials	38	63.2%	23.7%	13.2%	0.0%
45	Able to balance customer service with public safety	38	92.1%	2.6%	5.3%	0.0%
46	Ability to see details at close range (i.e., within a few feet)	38	89.5%	5.3%	5.3%	0.0%
47	Skill in sharing information, knowledge, and expertise with team members	38	78.9%	5.3%	15.8%	0.0%
48	Ability to see details at a distance (i.e., more than few feet away)	38	78.9%	7.9%	7.9%	5.3%
49	Skill in inspiring and fostering team commitment, spirit, pride, and trust	38	81.6%	5.3%	13.2%	0.0%
50	Willingness to work a flexible schedule	38	94.7%	2.6%	2.6%	0.0%
51	Skill in note-taking	38	81.6%	10.5%	7.9%	0.0%
52	Skill in using tools for examining IDs (e.g., black light, magnification loupe)	38	52.6%	26.3%	21.1%	0.0%
53	Skill in applying general rules to specific problems	38	81.6%	10.5%	7.9%	0.0%
54	Ability to (b)(3);49 U.S.C. § 114(r) (b)	38	97.4%	2.6%	0.0%	0.0%
55	Ability to walk up to two (2) miles during a shift	38	86.8%	7.9%	5.3%	0.0%
56	Ability to perceive/distinguish colors (e.g., red, green, blue, yellow, orange, purple, brown, black, white, gray)	38	84.2%	15.8%	0.0%	0.0%
57	Ability to walk more than two (2) miles during a shift	38	81.6%	7.9%	7.9%	2.6%

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Table X-5. KSAO When Required Ratings (Continued)

KSAO #	KSAO	n	When Required			
			Before BDO Training	Upon completion of BDO Training	After starting the job	NA %
58	Skill in using software for electronic mail	38	73.7%	5.3%	21.1%	0.0%
59	Skill in using computer hardware and peripherals	38	68.4%	7.9%	21.1%	2.6%
60	Ability to efficiently and thoroughly manipulate and lift baggage, containers, and other objects subject to security processing	38	84.2%	7.9%	7.9%	0.0%
61	Skill in using word processing software	38	71.1%	7.9%	21.1%	0.0%
62	Ability to maintain physical agility that would allow for squatting and bending	38	84.2%	7.9%	7.9%	0.0%
63	Ability to lift and carry baggage weighing up to 40 pounds	38	84.2%	7.9%	5.3%	2.6%
64	Ability to lift and carry baggage weighing up to 70 pounds	38	73.7%	5.3%	5.3%	15.8%
65	Knowledge of critical and clustered categories of suicide bomber indicators	38	10.5%	89.5%	0.0%	0.0%
66	Skill in identifying behaviors and assigning the proper point value to them	38	2.6%	84.2%	13.2%	0.0%
67	Knowledge of stress cues and appearance factors	38	7.9%	92.1%	0.0%	0.0%
68	Knowledge of fear cues and appearance factors	38	7.9%	92.1%	0.0%	0.0%
69	Knowledge of deception cues and appearance factors	38	7.9%	92.1%	0.0%	0.0%
70	Knowledge of situations that require immediate LEO notification	38	13.2%	84.2%	2.6%	0.0%
71	Knowledge of the point values associated with behaviors and other criteria	37	2.7%	94.6%	2.7%	0.0%
72	Knowledge of the signs of deception (b)(3):49 U.S.C. § 114(r)	38	2.6%	97.4%	0.0%	0.0%
73	Knowledge of the steps of the SPOT referral process	38	2.6%	94.7%	2.6%	0.0%
74	Skill in conducting an effective casual conversation to obtain resolution	38	5.3%	78.9%	15.8%	0.0%

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**Table X-5. KSAO When Required Ratings (Continued)**

KSAO #	KSAO	n	When Required			
			Before BDO Training	Upon completion of BDO Training	After starting the job	NA %
75	Knowledge of signs of possible surveillance activity by individuals	38	10.5%	84.2%	5.3%	0.0%
76	Knowledge of criteria for assigning the initial point	38	5.3%	94.7%	0.0%	0.0%
77	Knowledge of the procedures to determine baselines and deviations from baseline	36	0.0%	97.2%	2.8%	0.0%
78	Knowledge of criteria for points (b)(3):49	38	2.6%	97.4%	0.0%	0.0%
79	Knowledge of LEO referral process	38	7.9%	86.8%	5.3%	0.0%
80	Knowledge of unusual items	38	26.3%	71.1%	2.6%	0.0%
81	Knowledge of SPOT theory and program background	38	34.2%	65.8%	0.0%	0.0%
82	Commitment to the SPOT program	38	94.7%	5.3%	0.0%	0.0%
83	Ability to identify and focus on behaviors among other distracting information or stimuli	38	39.5%	52.6%	7.9%	0.0%
84	Skill in identifying fraudulent documents	38	42.1%	36.8%	21.1%	0.0%
85	Ability to maintain focus and awareness over long periods of time	38	78.9%	15.8%	5.3%	0.0%
86	Skill in quickly and accurately identifying similarities and differences from the baseline	38	28.9%	63.2%	7.9%	0.0%
87	Ability to perform basic mental math to quickly calculate accrued behavior and appearance factor points	38	68.4%	28.9%	2.6%	0.0%
88	Skill in acting discretely when using quick reference materials on duty, communicating with other BDOs and TSOs, and holding casual conversations with travelers	38	28.9%	52.6%	18.4%	0.0%
89	Skill in completing required documents and/or paperwork (e.g., SPOT Incident Reports, SPOT Referral Report)	37	8.1%	64.9%	27.0%	0.0%
90	Skill in identifying individuals who appear to be the subject of an AMBER Alert, law enforcement, or other intelligence-driven report	38	52.6%	15.8%	31.6%	0.0%
91	Skill in non-verbal communication	38	71.1%	18.4%	10.5%	0.0%

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**Table X-5. KSAO When Required Ratings (Continued)**

KSAO #	KSAO	n	When Required			
			Before BDO Training	Upon completion of BDO Training	After starting the job	NA %
92	Skill in using combined information to draw a conclusion or to solve a problem	38	76.3%	15.8%	5.3%	2.6%
93	Knowledge of latest security-related intelligence (e.g., Amber Alerts, BOLOs, terrorist organizations, gangs)	38	42.1%	15.8%	42.1%	0.0%
94	Knowledge of procedures and requirements for notifying SPOT Transportation Security Manager (STSM), Supervisory Transportation Security Officer (STSO), or others, as appropriate	38	13.2%	71.1%	15.8%	0.0%
95	Knowledge of reporting requirements and procedures	38	26.3%	55.3%	18.4%	0.0%
96	Skill in determining the importance, accuracy, and effectiveness of data	37	78.4%	8.1%	8.1%	5.4%
97	Skill in recognizing people	38	78.9%	10.5%	10.5%	0.0%
98	Skill in using visual sensory information to make comparisons and/or evaluations	38	65.8%	13.2%	18.4%	2.6%
99	Skill in gathering and systematically maintaining data	38	81.6%	10.5%	5.3%	2.6%
100	Knowledge of other security or law enforcement entities, such as the FBI and local police, and their scope of responsibility and authority with respect to the work of BDOs	38	18.4%	42.1%	39.5%	0.0%
101	Skill in motivating team members to accomplish group goals	38	78.9%	2.6%	18.4%	0.0%
102	Skill in managing and resolving conflicts and disagreements among team members in a constructive manner	38	68.4%	7.9%	23.7%	0.0%
103	Knowledge of Additional Behavior Detection Training (ABDT) or other behavior detection techniques	38	18.4%	81.6%	0.0%	0.0%
104	Skill in operating communication equipment (e.g., cell phone, two-way radio)	38	60.5%	18.4%	21.1%	0.0%

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**Table X-5. KSAO When Required Ratings (Continued)**

KSAO #	KSAO	n	When Required			
			Before BDO Training	Upon completion of BDO Training	After starting the job	NA %
105	Creativity: Able to come up with unusual or clever ideas about a situation or to develop creative ways to solve a problem	38	94.7%	2.6%	2.6%	0.0%
106	Knowledge of Identity Verification Call Center (IVCC) procedures	38	31.6%	23.7%	36.8%	7.9%
107	Skill in using job-specific software and applications (e.g., PARIS, SPOT database, on-line training programs)	38	13.2%	31.6%	55.3%	0.0%
108	Knowledge of the procedures for documenting employee time and attendance	37	51.4%	10.8%	35.1%	2.7%
109	Skill in providing performance feedback to others	38	55.3%	13.2%	31.6%	0.0%
110	Ability to detect or tell the differences between (b)(3):49 U.S.C. § 114(r) (b)(3):49	38	92.1%	2.6%	2.6%	2.6%
111	Knowledge of occupational health and safety protocols and requirements	38	65.8%	7.9%	23.7%	2.6%
112	Knowledge of equipment sign-in and sign-out procedures	38	47.4%	13.2%	36.8%	2.6%
113	Knowledge of the time and/or staffing requirements associated with work assignments, training, and security operations	38	44.7%	13.2%	36.8%	5.3%
114	Skill in using cameras or video capturing devices to collect and review information about individuals or incidents	38	34.2%	18.4%	42.1%	5.3%
115	Skill in tracking team member assignments, attendance, and time spent on various work activities	38	52.6%	7.9%	36.8%	2.6%
116	Skill in using software to create and manage spreadsheets	28	75.0%	7.1%	10.7%	7.1%

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## Appendix Y: BDO Job/Task Analysis Survey Demographics: Managers

Y-1

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## BDO JOB/TASK ANALYSIS SURVEY DEMOGRAPHICS: MANAGERS

The tables below provide information about the sample of Managers (N=39) who responded to the BDO Job/Task Analysis Survey.

**Table Y-1. Highest Education Completed, Gender, Ethnicity, Race, and Job Title**

	n	Percent
<b>Highest Level of Education Completed</b>		
High School/GED	3	7.9
Some college	13	34.2
Associate's degree	5	13.2
Bachelor's degree	13	34.2
Master's degree	3	7.9
Other	1	2.6
<b>Gender</b>		
Male	32	82.1
Female	7	17.9
<b>Ethnic Category</b>		
Hispanic or Latino	4	10.5
Not Hispanic or Latino	34	89.5
<b>Racial Category</b>		
American Indian or Alaska Native	0	0.0
Asian	0	0.0
Black or African American	4	10.9
Native Hawaiian or Other Pacific Islander	1	2.7
White	31	83.7
Other	1	2.7
<b>Current Job title</b>		
SPOT Transportation Security Manager (STSM; H-Band)	31	79.5
SPOT Transportation Security Manager (STSM; I-Band)	5	12.8
Unspecified Management	3	7.7
<b>Auxiliary Job title</b>		
National Trainer	1	2.6
Standardization Team	0	0.0

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**Table Y-2. Mean Age, Job, and Organization Tenure**

Age or Tenure Variable	Mean (years)	SD	Minimum	Maximum
Age	48.2	10.9	31	71
Tenure with TSA	8.0	0.9	5.4	8.8
Tenure as a BDO	3.2	1.2	1.3	5.3

**Table Y-3. Category (size) and Region (geographic location) of Airports Represented**

Airport Category or Size	n	Percent
<b>Category (size)</b>		
I (medium)	15	38.5
II (small)	2	5.1
X (large)	22	56.4
<b>Region<sup>9</sup> (location)</b>		
East	15	38.5
Central	14	35.9
West	10	25.6

<sup>9</sup> Regions were formed using a map of Federalized airports provided by TSA. For data analysis twelve smaller regions were grouped into three larger regions. The "East" region is composed of regions 1, 2, 3, and 4; "Central" is composed of regions 5, 6, 7, 8; and "West" is composed of regions 9, 10, 11, 12.

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**Table Y-4. Airports Represented: Manager Sample**

Airport Name	n	Percent
ATL -- Hartsfield-Jackson Atlanta International Airport	2	5.1
AUS -- Austin-Bergstrom International Airport	1	2.6
BHM -- Birmingham International Airport	1	2.6
BNA -- Nashville International Airport	1	2.6
BOS -- Logan International Airport	1	2.6
CLT -- Charlotte Douglas International Airport	1	2.6
CMH -- Port Columbus International Airport	1	2.6
COS -- City of Colorado Springs Municipal Airport	1	2.6
CVG -- Cincinnati/Northern Kentucky International Airport	2	5.1
DCA -- Ronald Reagan Washington National Airport	1	2.6
EWR -- Newark Liberty International Airport	2	5.1
HNL -- Honolulu International Airport	1	2.6
IND -- Indianapolis International Airport	1	2.6
ISP -- Long Island Mac Arthur Airport	1	2.6
JFK -- John F Kennedy International Airport	2	5.1
LAS -- McCarran International Airport	3	7.7
LAX -- Los Angeles International Airport	1	2.6
LBB -- Lubbock International Airport	1	2.6
MSP -- Minneapolis - St. Paul International Airport	2	5.1
ONT -- LA/Ontario International Airport	1	2.6
ORD -- Chicago O'Hare International Airport	2	5.1
ORF -- Norfolk International Airport	1	2.6
PHL -- Philadelphia International Airport	2	5.1
RSW -- Southwest Florida International Airport	2	5.1
SAN -- San Diego International Airport	1	2.6
SAT -- San Antonio International Airport	1	2.6
SDF -- Louisville International (Standiford Field) Airport	1	2.6
SLC -- Salt Lake City International Airport	1	2.6
SMF -- Sacramento International Airport	1	2.6

**Table Y-5. Current Work Status**

Work Status	n	Percent
Part-Time (< 40 hours)	0	0
Full-Time (≥ 40 hours)	38	100.0

Y-4

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**Table Y-6. Previous TSA Positions Held By Respondents**

Previous TSA Position	n	Percent
<b>First Job Held in BDO Program</b>		
Master BDO (F-Band)	5	12.8
Expert BDO (G-Band)	12	30.8
SPOT Transportation Security Manager (STSM; H-Band)	19	48.7
Other (non-BDO)	2	5.1
Unspecified Non-Management (BDO)	1	2.6
<b>Position Held Prior to Entering BDO Program</b>		
TSO Basic (D-Band)	3	7.7
TSO Full Performance (E-Band)	3	7.7
Lead TSO (F-Band)	7	17.9
Supervisory TSO (G-Band)	16	41.0
Unspecified Non-Management	9	23.1
Unspecified Management	1	0.4

**Table Y-7. Previous Work Experience**

Previous Work Experience	n	Percent
<b>Worked in Security Industry</b>		
Yes	23	59.0
No	16	41.0
<b>Worked in Airport Security<sup>10</sup></b>		
Yes	5	27.8
No	13	72.2
<b>Worked in Law Enforcement</b>		
Yes	11	28.9
No	27	71.1
<b>Served in the Military</b>		
Yes	18	46.2
No	21	53.8

**Table Y-8. Mean Years in Related Professional Fields**

Related Professional Field	Mean (years)	SD	Minimum	Maximum
Years in Security Industry	8.4	6.6	1.5	20.3
Years in Military	14.8	12.4	2.3	30.1

<sup>10</sup> This item was a follow-up question to the previous, thus the reduced number of respondents.

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**Table Y-9. Training Experience**

Training	n	Percent
<b>Additional Behavior Detection Training</b>		
Yes	20	54.1
No	17	45.9
<b>Additional Training Beyond ABDT Course and BDO/SPOT Training</b>		
Yes	14	36.8
No	24	63.2

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## Appendix Z: BDO Job/Task Analysis Survey: Represented Airports

Z-1

~~Sensitive Security Information (SSI)~~

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## BDO JOB/TASK ANALYSIS SURVEY: REPRESENTED AIRPORTS

**Table Z-1. Airports Represented: Non-Manager Sample**

Airport Code	Airport Name	n	Percent
ACY	Atlantic City International Airport	2	0.7
ALB	Albany International Airport	2	0.7
ANC	Ted Stevens Anchorage International Airport	2	0.7
ATL	Hartsfield-Jackson Atlanta International Airport	7	2.6
ATW	Outagamie County Regional Airport	1	0.4
AUS	Austin-Bergstrom International Airport	4	1.5
AVL	Asheville Regional Airport	1	0.4
BDL	Bradley International Airport	3	1.1
BHM	Birmingham International Airport	1	0.4
BIL	Billings Logan International Airport	1	0.4
BNA	Nashville International Airport	2	0.7
BOI	Boise Air Terminal/Gowen Field Airport	1	0.4
BOS	Logan International Airport	3	1.1
BTR	Ryan Field Airport	1	0.4
BTV	Burlington International Airport	1	0.4
BUF	Buffalo Niagara International Airport	1	0.4
BWI	Baltimore/Washington International Thurgood Marshall Airport	1	0.4
BZN	Gallatin Field Airport	1	0.4
CAE	Metropolitan Airport	1	0.4
CAK	Akron/canton Regional Airport	2	0.7
CHA	Lovell Field Airport	1	0.4
CHS	Charleston International Airport, AFB Municipal Airport	1	0.4
CID	Eastern Iowa Airport	2	0.7
CLE	Hopkins International Airport	3	1.1
CLT	Charlotte Douglas International Airport	5	1.9
CMH	Port Columbus International Airport	1	0.4
COS	City of Colorado Springs Municipal Airport	1	0.4
CRP	Corpus Christi International Airport	1	0.4
CRW	Yeager Airport	1	0.4
CVG	Cincinnati/Northern Kentucky International Airport	3	1.1
DAB	Daytona Beach Regional Airport	1	0.4
DAL	Dallas Love Field Airport	2	0.7
DCA	Ronald Reagan Washington National Airport	1	0.4
DEN	Denver International Airport	5	1.9
DFW	Dallas/Fort Worth International Airport	10	3.7

Z-2

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**Table Z-1. Airports Represented: Non-Manager Sample (Continued)**

Airport Code	Airport Name	n	Percent
DTW	Detroit Metropolitan Wayne County Airport	7	2.6
ELP	El Paso International Airport	1	0.4
EWR	Newark Liberty International Airport	3	1.1
FAI	Fairbanks International Airport	1	0.4
FAR	Hector Field International Airport	1	0.4
FAT	Fresno Air Terminal Airport	1	0.4
FNT	Bishop International Airport	1	0.4
GEG	Spokane International Airport	2	0.7
GPT	Gulfport-Biloxi International Airport	1	0.4
GRB	Austin-Straubel Field	1	0.4
GRR	Gerald R. Ford International Airport	4	1.5
GSO	Piedmont Triad International Airport	2	0.7
GSP	Greenville Spartanburg International Airport	1	0.4
GUM	Guam International Airport	2	0.7
HNL	Honolulu International Airport	7	2.6
HOU	William P Hobby Airport	4	1.5
IAD	Washington Dulles International Airport	6	2.2
ICT	Wichita Mid-Continent Airport	1	0.4
IND	Indianapolis International Airport	3	1.1
JFK	John F Kennedy International Airport	3	1.1
JNU	Boundary Bay Airport/Juneau International Airport	1	0.4
KOA	Kona International Airport	1	0.4
LAS	McCarran International Airport	9	3.3
LAX	Los Angeles International Airport	10	3.7
LGB	Long Beach/Daugherty Field Municipal Airport	2	0.7
LIH	Lihue Airport	1	0.4
LIT	Adams Field Airport	2	0.7
MAF	Midland International Airport	1	0.4
MCO	Orlando International Airport	1	0.4
MDW	Chicago Midway International Airport	3	1.1
MEM	Memphis International Airport	3	1.1
MFE	McAllen Miller International Airport	1	0.4
MFR	Rogue Valley International - Medford Airport	1	0.4
MIA	Miami International Airport	2	0.7
MKE	General Mitchell International Airport	1	0.4
MLI	Moline/Quad-City International Airport	1	0.4
MOB	Mobile Regional Airport	1	0.4
MSO	Missoula International Airport	2	0.7

Z-3

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~~Sensitive Security Information (SSI)~~

**Table Z-1. Airports Represented: Non-Manager Sample (Continued)**

Airport Code	Airport Name	n	Percent
MSP	Minneapolis - St. Paul International Airport	3	1.1
MSY	Louis Armstrong New Orleans International Airport	2	0.7
MYR	Myrtle Beach International Airport	1	0.4
OAK	Oakland International Airport	2	0.7
OGG	Kahului Airport	2	0.7
OMA	Eppley Airfield Airport	1	0.4
ONT	LA/Ontario International Airport	2	0.7
ORD	Chicago O'Hare International Airport	8	3.0
ORF	Norfolk International Airport	1	0.4
PBI	Palm Beach International Airport	2	0.7
PDX	Portland International Airport	6	2.2
PHF	Newport News/Williamsburg International Airport	1	0.4
PHL	Philadelphia International Airport	9	3.3
PNS	Pensacola Regional Airport	1	0.4
PSP	Palm Springs International Airport/Municipal Airport	1	0.4
PVD	Theodore Francis Green International Airport	3	1.1
PWM	Portland International Jetport Airport	4	1.5
RIC	Richmond International Airport	2	0.7
RNO	Reno-Tahoe International Airport	1	0.4
ROA	Roanoke Regional Airport	1	0.4
RSW	Southwest Florida International Airport	2	0.7
SAN	San Diego International Airport	5	1.9
SAT	San Antonio International Airport	2	0.7
SBN	South Bend Regional	2	0.7
SDF	Louisville International (Standiford Field) Airport	1	0.4
SEA	Seattle-Tacoma International Airport	2	0.7
SGF	Springfield-Branson Regional Airport	1	0.4
SHV	Shreveport Regional Airport	1	0.4
SJC	Mineta San Jose International Airport	1	0.4
SJU	Luis Munoz Marin International Airport	2	0.7
SLC	Salt Lake City International Airport	3	1.1
SMF	Sacramento International Airport	2	0.7
SNA	John Wayne Airport	1	0.4
STL	Lambert-St. Louis International Airport	5	1.9
STT	Cyril E King International Airport	1	0.4
TOL	Toledo Express Airport	1	0.4
TPA	Tampa International Airport	5	1.9
TUS	Tucson International Airport	4	1.5

Z-4

~~Sensitive Security Information (SSI)~~

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~~Sensitive Security Information (SSI)~~

**Table Z-1. Airports Represented: Non-Manager Sample (Continued)**

<b>Airport Code</b>	<b>Airport Name</b>	<b>n</b>	<b>Percent</b>
TYS	Knoxville McGhee Tyson Airport	1	0.4
VPS	Eglin AFB Airport	1	0.4
XNA	Northwest Arkansas Regional Airport	2	0.7

Z-5

~~Sensitive Security Information (SSI)~~

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~~Sensitive Security Information (SSI)~~

**Appendix AA:  
BDO Job/Task Analysis Survey:  
Task and KSAO Summary Data (Non-Managers)**

AA-1

~~Sensitive Security Information (SSI)~~

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## BDO JOB/TASK ANALYSIS SURVEY: TASK AND KSAO SUMMARY DATA (NON-MANAGERS)

### Task Rating Scales

Table AA-1. Task Frequency Ratings

Duty	Task #	Task Statement	n	Frequency				
				M	SD	NP%	NA%	r <sub>wg</sub>
Preparation	1	(b)(3):49 U.S.C. § 114(r)						
	2							
	3							
	4							
	5							
	6							
	7							
	8							
	9							
	10							
	11							

AA-2

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**Table AA-1. Task Frequency Ratings (Continued)**

Duty	Task #	Task Statement	n	Frequency				
				M	SD	NP%	NA%	r <sub>wg</sub>
SPOT Behavior Observation and Analysis	12	(b)(3):49 U.S.C. § 114(r)						
	13							
	14							
	15							
	16							
	17							
	18							
	19							
	20							
	21							
	22							
	23							

AA-3

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**Table AA-1. Task Frequency Ratings (Continued)**

Duty	Task #	Task Statement	n	Frequency											
				M	SD	NP%	NA%	r <sub>wg</sub>							
SPOT Behavior Observation and Analysis	24	(b)(3):49 U.S.C. § 114(r)													
	25														
	26														
	27														
	28														
	29														
	30														
SPOT Referral Screening	31								(b)(3):49 U.S.C. § 114(r)						
	32														
	33														
	34														
	35														
	36														
	37														

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**Table AA-1. Task Frequency Ratings (Continued)**

Duty	Task #	Task Statement	n	Frequency				
				M	SD	NP%	NA%	<i>f<sub>avg</sub></i>
<b>SPOT Referral Screening</b>	38	(b)(3):49 U.S.C. § 114(r)						
	39							
	40							
	41							
	42							
	43							
	44							
	45							
	46							
	47							
	48							

AA-5

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**Table AA-1. Task Frequency Ratings (Continued)**

Duty	Task #	Task Statement	n	Frequency				
				M	SD	NP%	NA%	<i>f<sub>avg</sub></i>
SPOT Referral Screening	49	(b)(3);49 U.S.C. § 114(r)						
	50							
	51							
	52							
	53							
	54							
	55							
	56							
	57							
	58							
	59							
60								

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**Table AA-1. Task Frequency Ratings (Continued)**

Duty	Task #	Task Statement	n	Frequency				
				M	SD	NP%	NA%	<i>r<sub>wa</sub></i>
SPOT Referral Screening	61	(b)(3):49 U.S.C. § 114(r)						
	62							
	63							
LEO Notification and Interaction	64							
	65							
	66							
	67							
	68							
	69							
	70							
	71							
	72							
	73							

AA-7

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**Table AA-1. Task Frequency Ratings (Continued)**

Duty	Task #	Task Statement	n	Frequency				
				M	SD	NP%	NA%	r <sub>wg</sub>
SPOT Reporting and Documentation	74	(b)(3):49 U.S.C. § 114(r)						
	75							
	76							
	77							
	78							
	79							
	80							
	81							
	82							
	83							
	84							
Other Security Operations	85							
	86							

AA-8

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**Table AA-1. Task Frequency Ratings (Continued)**

Duty	Task #	Task Statement	n	Frequency				
				M	SD	NP%	NA%	r <sub>wa</sub>
Other Security Operations	87	(b)(3);49 U.S.C. § 114(r)						
	88							
	89							
	90							
	91							
	92							
	93							
	94							
Other Job Duties	95							
	96							
	97							
	98							
	99							
	100							
	101							
	102							

AA-9

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**Table AA-1. Task Frequency Ratings (Continued)**

Duty	Task #	Task Statement	n	Frequency				
				M	SD	NP%	NA%	<i>f<sub>avg</sub></i>
Other Job Duties	103	(b)(3):49 U.S.C. § 114(r)						
	104							
	105							
	106							
	107							
	108							
	109							
	110							

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**Table AA-2. Task Importance Ratings**

Duty	Task #	Task Statement	n	Importance			
				M	SD	NA%	r <sub>wg</sub>
Preparation	1	(b)(3):49 U.S.C. § 114(r)					
	2						
	3						
	4						
	5						
	6						
	7						
	8						
	9						
	10						
	11						
SPOT Behavior Observation and Analysis	12						
	13						
	14						

AA-11

WARNING: THIS RECORD CONTAINS SENSITIVE SECURITY INFORMATION THAT IS CONTROLLED UNDER 49 C.F.R. PARTS 15 AND 1520. NO PART OF THIS RECORD MAY BE DISCLOSED TO PERSONS WITHOUT A "NEED TO KNOW," AS DEFINED IN 49 C.F.R. PARTS 15 AND 1520, EXCEPT WITH THE WRITTEN PERMISSION OF THE ADMINISTRATOR OF THE TRANSPORTATION SECURITY ADMINISTRATION OR THE SECRETARY OF TRANSPORTATION. UNAUTHORIZED RELEASE MAY RESULT IN CIVIL PENALTIES OR OTHER ACTION. FOR U.S. GOVERNMENT AGENCIES, PUBLIC DISCLOSURE GOVERNED BY 5 U.S.C. 552 AND 49 C.F.R. PARTS 15 AND 1520.

**Table AA-2. Task Importance Ratings (Continued)**

Duty	Task #	Task Statement	n	Importance			
				M	SD	NA%	r <sub>wa</sub>
SPOT Behavior Observation and Analysis	15	(b)(3):49 U.S.C. § 114(r)					
	16						
	17						
	18						
	19						
	20						
	21						
	22						
	23						
	24						
	25						
	26						

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**Table AA-2. Task Importance Ratings (Continued)**

Duty	Task #	Task Statement	n	Importance			
				M	SD	NA%	<i>r<sub>wa</sub></i>
SPOT Behavior Observation and Analysis	27	(b)(3):49 U.S.C. § 114(r)					
	28						
	29						
	30						
SPOT Referral Screening	31						
	32						
	33						
	34						
	35						
	36						
	37						
	38						
	39						
	40						
	41						

AA-13

WARNING: THIS RECORD CONTAINS SENSITIVE SECURITY INFORMATION THAT IS CONTROLLED UNDER 49 C.F.R. PARTS 15 AND 1520. NO PART OF THIS RECORD MAY BE DISCLOSED TO PERSONS WITHOUT A "NEED TO KNOW," AS DEFINED IN 49 C.F.R. PARTS 15 AND 1520, EXCEPT WITH THE WRITTEN PERMISSION OF THE ADMINISTRATOR OF THE TRANSPORTATION SECURITY ADMINISTRATION OR THE SECRETARY OF TRANSPORTATION. UNAUTHORIZED RELEASE MAY RESULT IN CIVIL PENALTIES OR OTHER ACTION, FOR U.S. GOVERNMENT AGENCIES. PUBLIC DISCLOSURE GOVERNED BY 5 U.S.C. 552 AND 49 C.F.R. PARTS 15 AND 1520.

**Table AA-2. Task Importance Ratings (Continued)**

Duty	Task #	Task Statement	n	Importance			
				M	SD	NA%	r <sub>wa</sub>
<b>SPOT Referral Screening</b>	42	(b)(3);49 U.S.C. § 114(r)					
	43						
	44						
	45						
	46						
	47						
	48						
	49						
	50						
	51						
	52						
	53						
	54						
	55						
56							

AA-14

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**Sensitive Security Information (SSI)**

**Table AA-2. Task Importance Ratings (Continued)**

Duty	Task #	Task Statement	n	Importance			
				M	SD	NA%	r <sub>wg</sub>
SPOT Referral Screening	57	(b)(3):49 U.S.C. § 114(r)					
	58						
	59						
	60						
	61						
	62						
	63						
LEO Notification and Interaction	64						
	65						
	66						
	67						
	68						
	69						
	70						

AA-15

**Sensitive Security Information (SSI)**

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**Table AA-2. Task Importance Ratings (Continued)**

Duty	Task #	Task Statement	n	Importance			
				M	SD	NA%	r <sub>wa</sub>
LEO Notification and Interaction	71	(b)(3);49 U.S.C. § 114(r)					
	72						
	73						
SPOT Reporting and Documentation	74						
	75						
	76						
	77						
	78						
	79						
	80						
	81						
	82						
	83						
	84						

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**Table AA-2. Task Importance Ratings (Continued)**

Duty	Task #	Task Statement	n	Importance			
				M	SD	NA%	r <sub>wg</sub>
Other Security Operations	85	(b)(3):49 U.S.C. § 114(r)					
	86						
	87						
	88						
	89						
	90						
	91						
	92						
	93						
Other Job Duties	94						
	95						
	96						
	97						
	98						
	99						
	100						

AA-17

WARNING: THIS RECORD CONTAINS SENSITIVE SECURITY INFORMATION THAT IS CONTROLLED UNDER 49 C.F.R. PARTS 15 AND 1520. NO PART OF THIS RECORD MAY BE DISCLOSED TO PERSONS WITHOUT A "NEED TO KNOW," AS DEFINED IN 49 C.F.R. PARTS 15 AND 1520, EXCEPT WITH THE WRITTEN PERMISSION OF THE ADMINISTRATOR OF THE TRANSPORTATION SECURITY ADMINISTRATION OR THE SECRETARY OF TRANSPORTATION. UNAUTHORIZED RELEASE MAY RESULT IN CIVIL PENALTIES OR OTHER ACTION. FOR U.S. GOVERNMENT AGENCIES, PUBLIC DISCLOSURE GOVERNED BY 5 U.S.C. 552 AND 49 C.F.R. PARTS 15 AND 1520.

**Table AA-2. Task Importance Ratings (Continued)**

Duty	Task #	Task Statement	n	Importance				
				M	SD	NA%	r <sub>wg</sub>	
<b>Other Job Duties</b>	101	(b)(3):49 U.S.C. § 114(r)						
	102							
	103							
	104							
	105							
	106							
	107							
	108							
	109							
	110							

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Table AA-3. Task Difficulty Ratings

Duty	Task #	Task Statement	n	Difficulty			
				M	SD	NA%	...
Preparation	1	(b)(3):49 U.S.C. § 114(r)					
	2						
	3						
	4						
	5						
	6						
	7						
	8						
	9						
	10						
	11						
SPOT Behavior Observation and Analysis	12						
	13						
	14						

AA-19

WARNING: THIS RECORD CONTAINS SENSITIVE SECURITY INFORMATION THAT IS CONTROLLED UNDER 49 C.F.R. PARTS 15 AND 1520. NO PART OF THIS RECORD MAY BE DISCLOSED TO PERSONS WITHOUT A "NEED TO KNOW," AS DEFINED IN 49 C.F.R. PARTS 15 AND 1520, EXCEPT WITH THE WRITTEN PERMISSION OF THE ADMINISTRATOR OF THE TRANSPORTATION SECURITY ADMINISTRATION OR THE SECRETARY OF TRANSPORTATION. UNAUTHORIZED RELEASE MAY RESULT IN CIVIL PENALTIES OR OTHER ACTION. FOR U.S. GOVERNMENT AGENCIES, PUBLIC DISCLOSURE GOVERNED BY 5 U.S.C. 552 AND 49 C.F.R. PARTS 15 AND 1520.

**Table AA-3. Task Difficulty Ratings (Continued)**

Duty	Task #	Task Statement	n	Difficulty			
				M	SD	NA%	r <sub>wg</sub>
SPOT Behavior Observation and Analysis	15	(b)(3):49 U.S.C. § 114(r)					
	16						
	17						
	18						
	19						
	20						
	21						
	22						
	23						
	24						
	25						
26							
27							

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~~Sensitive Security Information (SSI)~~

**Table AA-3. Task Difficulty Ratings (Continued)**

Duty	Task #	Task Statement	n	Difficulty			
				M	SD	NA%	r <sub>wg</sub>
SPOT Behavior Observation and Analysis	28	(b)(3);49 U.S.C. § 114(r)					
	29						
	30						
SPOT Referral Screening	31						
	32						
	33						
	34						
	35						
	36						
	37						
	38						
	39						
	40						
	41						

AA-21

~~Sensitive Security Information (SSI)~~

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**Table AA-3. Task Difficulty Ratings (Continued)**

Duty	Task #	Task Statement	n	Difficulty				
				M	SD	NA%	r <sub>wa</sub>	
<b>SPOT Referral Screening</b>	42	(b)(3);49 U.S.C. § 114(r)						
	43							
	44							
	45							
	46							
	47							
	48							
	49							
	50							
	51							
	52							
	53							
	54							
	55							
	56							

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**Table AA-3. Task Difficulty Ratings (Continued)**

Duty	Task #	Task Statement	n	Difficulty									
				M	SD	NA%	r <sub>wa</sub>						
SPOT Referral Screening	57	(b)(3):49 U.S.C. § 114(r)											
	58												
	59												
	60												
	61												
	62												
	63												
LEO Notification and Interaction	64							(b)(3):49 U.S.C. § 114(r)					
	65												
	66												
	67												
	68												
	69												
	70												

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**Table AA-3. Task Difficulty Ratings (Continued)**

Duty	Task #	Task Statement	n	Difficulty			
				M	SD	NA%	<i>F<sub>avg</sub></i>
LEO Notification and Interaction	71	(b)(3):49 U.S.C. § 114(r)					
	72						
	73						
SPOT Reporting and Documentation	74						
	75						
	76						
	77						
	78						
	79						
	80						
	81						
	82						
	83						
	84						

AA-24

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**Table AA-3. Task Difficulty Ratings (Continued)**

Duty	Task #	Task Statement	n	Difficulty			
				M	SD	NA%	r <sub>wg</sub>
<b>Other Security Operations</b>	85	(b)(3):49 U.S.C. § 114(r)					
	86						
	87						
	88						
	89						
	90						
	91						
	92						
	93						
<b>Other Job Duties</b>	94						
	95						
	96						
	97						
	98						
	99						
	100						

AA-25

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Table AA-3. Task Difficulty Ratings (Continued)

Duty	Task #	Task Statement	n	Difficulty			
				M	SD	NA%	Low
Other Job Duties	101	(b)(3):49 U.S.C. § 114(r)					
	102						
	103						
	104						
	105						
	106						
	107						
	108						
	109						
	110						

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## KSAO Rating Scales

Table AA-4. KSAO Importance Ratings

KSAO #	KSAO	n	Importance			
			M	SD	NA%	$r_{wg}$
1	Honesty/Integrity	264	4.90	.35	0.0%	0.94
2	Professionalism	264	4.85	.41	0.0%	0.92
3	Commitment to teamwork	264	4.80	.47	0.0%	0.89
4	Commitment to public safety	264	4.78	.56	0.0%	0.84
5	Skill in inspecting individuals' accessible property and/or carry-on baggage	261	4.73	.53	0.0%	0.86
6	Able to work in a reliable, responsible, and dependable manner	264	4.72	.53	0.0%	0.86
7	Knowledge of characteristics of fraudulent documents	263	4.69	.58	0.0%	0.83
8	Skill in effective listening	264	4.69	.57	0.0%	0.84
9	Knowledge of permitted and prohibited items	262	4.68	.58	0.0%	0.83
10	Open-minded	262	4.68	.56	0.0%	0.84
11	Knowledge of procedures to inspect individuals' accessible property and/or carry-on baggage	262	4.67	.55	0.0%	0.85
12	Detail-oriented	263	4.65	.62	0.0%	0.81
13	Skill in oral communication	263	4.65	.61	0.0%	0.81
14	Knowledge of the procedures required in a security breach	264	4.65	.65	1.9%	0.79
15	Knowledge of information on travel documents	263	4.63	.67	0.0%	0.77
16	Skill in responding tactfully, sensitively, and appropriately, and treating others with respect	262	4.63	.62	0.0%	0.81
17	Knowledge of information on IDs	262	4.63	.64	0.0%	0.79
18	Stress tolerance: Able to accept criticism and deal calmly and effectively with high stress situations	264	4.62	.59	0.0%	0.83
19	Able to work cooperatively with others to achieve shared goals	264	4.62	.64	0.4%	0.80
20	Skill in creating and maintaining a culture that fosters high standards of ethics	262	4.62	.66	2.3%	0.78
21	Cultural sensitivity: Able to recognize variations among cultures and treat all people with respect	264	4.61	.63	0.0%	0.80
22	Flexibility	264	4.61	.63	0.0%	0.80
23	Knowledge of screening procedures associated with discovery of prohibited items	262	4.60	.65	0.0%	0.79

AA-27

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**Table AA-4. KSAO Importance Ratings (Continued)**

KSAO #	KSAO	n	Importance			
			M	SD	NA%	<i>r<sub>wg</sub></i>
24	Skill in decision-making, including perceiving the impact and implications of decisions; and making effective and timely decisions, even when data are limited or solutions produce unpleasant consequences	263	4.60	.64	1.5%	0.80
25	Skill in working with minimal or no supervision	263	4.60	.66	0.0%	0.78
26	Skill in clarifying information	263	4.60	.66	0.0%	0.78
27	Comfort with social interactions	263	4.59	.62	0.0%	0.81
28	Skill in remembering factual information, including numbers and procedures	263	4.57	.66	0.8%	0.78
29	Ability to retain and recall information	263	4.56	.64	0.0%	0.79
30	Skill in using explosives trace detection (ETD) equipment to inspect baggage and accessible property	264	4.56	.69	0.0%	0.76
31	Command presence	264	4.56	.73	1.1%	0.73
32	Skill in self-management, including displaying a high level of initiative and effort, and completing assignments in a timely manner	262	4.55	.69	0.8%	0.76
33	Knowledge of proper alarm resolution procedures	264	4.54	.70	2.3%	0.75
34	Able to multi-task	264	4.54	.67	0.0%	0.77
35	Knowledge of TSA transportation security policies, directives, and regulations	263	4.54	.70	0.0%	0.76
36	Skill in managing one's own time	261	4.53	.71	0.8%	0.75
37	Ability to stand for long periods of time	263	4.53	.75	0.4%	0.72
38	Skill in interacting with diverse individuals (e.g., differing backgrounds, ages)	263	4.52	.69	0.4%	0.76
39	Ability to quickly make sense of, combine, and organize information	263	4.51	.69	0.0%	0.76
40	Skill in reading and comprehension	264	4.50	.81	0.0%	0.67
41	Skill in adapting behavior and work methods in response to new information, changing conditions, or unexpected obstacles	261	4.49	.69	0.0%	0.76
42	Skill in written communication	264	4.49	.75	0.4%	0.72
43	Skill in thinking critically to identify solutions, conclusions, or approaches to problems	262	4.48	.69	1.1%	0.76
44	Knowledge of special category screening procedures, including, but not limited to, diplomatic pouches and hazardous materials	264	4.43	.77	0.4%	0.70
45	Able to balance customer service with public safety	263	4.43	.89	0.8%	0.60

AA-28

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**Table AA-4. KSAO Importance Ratings (Continued)**

KSAO #	KSAO	n	Importance			
			M	SD	NA%	<i>r<sub>wa</sub></i>
46	Ability to see details at close range (i.e., within a few feet)	262	4.41	.80	0.8%	0.68
47	Skill in sharing information, knowledge, and expertise with team members	263	4.39	.77	1.5%	0.71
48	Ability to see details at a distance (i.e., more than few feet away)	262	4.37	.83	0.8%	0.66
49	Skill in inspiring and fostering team commitment, spirit, pride, and trust	263	4.36	.82	8.0%	0.66
50	Willingness to work a flexible schedule	265	4.32	.89	1.9%	0.60
51	Skill in note-taking	264	4.31	.86	0.8%	0.63
52	Skill in using tools for examining IDs (e.g., black light, magnification loupe)	262	4.30	.85	1.1%	0.63
53	Skill in applying general rules to specific problems	262	4.25	.87	1.1%	0.62
54	Ability to (b)(3):49 U.S.C. § 114(r)	263	4.23	.94	0.0%	0.56
55	Ability to walk up to two (2) miles during a shift	263	4.14	1.00	1.9%	0.50
56	Ability to perceive/distinguish colors (e.g., red, green, blue, yellow, orange, purple, brown, black, white, gray)	263	4.08	1.08	4.6%	0.42
57	Ability to walk more than two (2) miles during a shift	262	4.02	1.07	2.3%	0.43
58	Skill in using software for electronic mail	262	4.00	1.01	4.2%	0.49
59	Skill in using computer hardware and peripherals	264	3.99	.97	4.2%	0.53
60	Ability to efficiently and thoroughly manipulate and lift baggage, containers, and other objects subject to security processing	263	3.97	1.10	3.8%	0.39
61	Skill in using word processing software	263	3.85	1.04	6.5%	0.46
62	Ability to maintain physical agility that would allow for squatting and bending	262	3.84	1.17	13.7%	0.31
63	Ability to lift and carry baggage weighing up to 40 pounds	262	3.83	1.16	6.1%	0.32
64	Ability to lift and carry baggage weighing up to 70 pounds	263	3.52	1.33	20.2%	0.12
65	Knowledge of critical and clustered categories of suicide bomber indicators	260	4.90	.31	0.0%	0.95
66	Skill in identifying behaviors and assigning the proper point value to them	262	4.89	.32	0.0%	0.95
67	Knowledge of stress cues and appearance factors	262	4.88	.32	0.0%	0.95
68	Knowledge of fear cues and appearance factors	262	4.88	.34	0.0%	0.94

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**Table AA-4. KSAO Importance Ratings (Continued)**

KSAO #	KSAO	n	Importance			
			M	SD	NA%	r <sub>wg</sub>
69	Knowledge of deception cues and appearance factors	261	4.87	.36	0.0%	0.94
70	Knowledge of situations that require immediate LEO notification	262	4.86	.36	0.0%	0.94
71	Knowledge of the point values associated with behaviors and other criteria	261	4.86	.39	0.0%	0.92
72	Knowledge of the signs of deception (b)(3):49 U.S.C. § 114(r)	261	4.86	.36	0.0%	0.94
73	Knowledge of the steps of the SPOT referral process	263	4.82	.46	0.0%	0.90
74	Skill in conducting an effective casual conversation to obtain resolution	264	4.81	.45	0.0%	0.90
75	Knowledge of signs of possible surveillance activity by individuals	262	4.80	.44	0.0%	0.90
76	Knowledge of criteria for assigning the initial point	262	4.77	.54	0.4%	0.85
77	Knowledge of the procedures to determine baselines and deviations from baseline	263	4.76	.47	0.0%	0.89
78	Knowledge of criteria for points (b)(3):49	261	4.76	.56	0.0%	0.84
79	Knowledge of LEO referral process	262	4.75	.49	0.0%	0.88
80	Knowledge of unusual items	261	4.62	.61	0.0%	0.82
81	Knowledge of SPOT theory and program background	262	4.25	1.06	0.0%	0.44
82	Commitment to the SPOT program	264	4.90	.33	0.0%	0.95
83	Ability to identify and focus on behaviors among other distracting information or stimuli	263	4.74	.48	0.0%	0.88
84	Skill in identifying fraudulent documents	263	4.71	.55	1.1%	0.85
85	Ability to maintain focus and awareness over long periods of time	263	4.67	.57	0.0%	0.84
86	Skill in quickly and accurately identifying similarities and differences from the baseline	262	4.66	.56	0.0%	0.84
87	Ability to perform basic mental math to quickly calculate accrued behavior and appearance factor points	262	4.63	.62	0.0%	0.81
88	Skill in acting discretely when using quick reference materials on duty, communicating with other BDOs and TSOs, and holding casual conversations with travelers	262	4.57	.69	1.1%	0.76
89	Skill in completing required documents and/or paperwork (e.g., SPOT Incident Reports, SPOT Referral Report)	264	4.53	.68	0.0%	0.77

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**Sensitive Security Information (SSI)**

**Table AA-4. KSAO Importance Ratings (Continued)**

KSAO #	KSAO	n	Importance			
			M	SD	NA%	<i>r<sub>wg</sub></i>
90	Skill in identifying individuals who appear to be the subject of an AMBER Alert, law enforcement, or other intelligence-driven report	263	4.52	.77	2.3%	0.71
91	Skill in non-verbal communication	263	4.51	.73	1.1%	0.73
92	Skill in using combined information to draw a conclusion or to solve a problem	263	4.50	.73	1.1%	0.74
93	Knowledge of latest security-related intelligence (e.g., Amber Alerts, BOLOs, terrorist organizations, gangs)	263	4.46	.75	0.8%	0.72
94	Knowledge of procedures and requirements for notifying SPOT Transportation Security Manager (STSM), Supervisory Transportation Security Officer (STSO), or others, as appropriate	264	4.44	.79	0.4%	0.69
95	Knowledge of reporting requirements and procedures	257	4.43	.83	0.0%	0.66
96	Skill in determining the importance, accuracy, and effectiveness of data	263	4.39	.79	2.7%	0.68
97	Skill in recognizing people	264	4.36	.90	0.8%	0.59
98	Skill in using visual sensory information to make comparisons and/or evaluations	262	4.35	.83	5.3%	0.65
99	Skill in gathering and systematically maintaining data	263	4.35	.83	2.3%	0.66
100	Knowledge of other security or law enforcement entities, such as the FBI and local police, and their scope of responsibility and authority with respect to the work of BDOs	258	4.29	.85	1.9%	0.64
101	Skill in motivating team members to accomplish group goals	262	4.27	.84	13.4%	0.64
102	Skill in managing and resolving conflicts and disagreements among team members in a constructive manner	262	4.24	.89	11.8%	0.60
103	Knowledge of Additional Behavior Detection Training (ABDT) or other behavior detection techniques	261	4.18	.94	1.9%	0.55
104	Skill in operating communication equipment (e.g., cell phone, two-way radio)	264	4.17	.96	0.4%	0.54
105	Creativity: Able to come up with unusual or clever ideas about a situation or to develop creative ways to solve a problem	264	4.16	.91	7.2%	0.59
106	Knowledge of Identity Verification Call Center (IVCC) procedures	263	4.15	1.03	9.1%	0.47
107	Skill in using job-specific software and applications (e.g., PARIS, SPOT database, on-line training programs)	264	4.07	.98	2.3%	0.52

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**Sensitive Security Information (SSI)**

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**Table AA-4. KSAO Importance Ratings (Continued)**

KSAO #	KSAO	n	Importance			
			M	SD	NA%	<i>r<sub>wa</sub></i>
108	Knowledge of the procedures for documenting employee time and attendance	262	3.98	1.15	14.5%	0.34
109	Skill in providing performance feedback to others	263	3.93	1.08	18.6%	0.41
110	Ability to detect or tell the differences between (b)(3):49 U.S.C. § 114(r)	263	3.93	1.14	8.7%	0.35
111	Knowledge of occupational health and safety protocols and requirements	261	3.90	1.15	7.3%	0.34
112	Knowledge of equipment sign-in and sign-out procedures	264	3.89	1.22	7.2%	0.26
113	Knowledge of the time and/or staffing requirements associated with work assignments, training, and security operations	263	3.88	1.15	17.5%	0.34
114	Skill in using cameras or video capturing devices to collect and review information about individuals or incidents	263	3.86	1.15	24.7%	0.34
115	Skill in tracking team member assignments, attendance, and time spent on various work activities	263	3.84	1.09	21.7%	0.40
116	Skill in using software to create and manage spreadsheets	263	3.52	1.21	20.2%	0.27

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**Table AA-5. KSAO When Required Ratings**

KSAO #	KSAO	n	When Required			
			Before BDO Training	Upon completion of BDO Training	After starting the job	NA %
1	Honesty/Integrity	264	93.2%	3.4%	3.0%	0.4%
2	Professionalism	264	91.7%	4.2%	3.8%	0.4%
3	Commitment to teamwork	264	86.0%	8.3%	5.3%	0.4%
4	Commitment to public safety	264	91.3%	4.2%	3.8%	0.8%
5	Skill in inspecting individuals' accessible property and/or carry-on baggage	261	69.3%	24.9%	5.7%	0.0%
6	Able to work in a reliable, responsible, and dependable manner	264	89.8%	5.3%	4.5%	0.4%
7	Knowledge of characteristics of fraudulent documents	263	67.7%	23.6%	8.7%	0.0%
8	Skill in effective listening	264	78.4%	14.0%	7.6%	0.0%
9	Knowledge of permitted and prohibited items	262	73.3%	22.9%	3.8%	0.0%
10	Open-minded	263	91.3%	4.9%	3.4%	0.4%
11	Knowledge of procedures to inspect individuals' accessible property and/or carry-on baggage	263	75.7%	18.6%	5.7%	0.0%
12	Detail-oriented	264	86.0%	8.7%	4.5%	0.8%
13	Skill in oral communication	263	82.5%	10.3%	7.2%	0.0%
14	Knowledge of the procedures required in a security breach	264	70.8%	12.9%	14.0%	2.3%
15	Knowledge of information on travel documents	263	70.7%	22.4%	6.8%	0.0%
16	Skill in responding tactfully, sensitively, and appropriately, and treating others with respect	263	84.4%	5.3%	9.5%	0.8%
17	Knowledge of information on IDs	262	70.6%	21.0%	8.4%	0.0%
18	Stress tolerance: Able to accept criticism and deal calmly and effectively with high stress situations	264	87.1%	5.7%	6.8%	0.4%
19	Able to work cooperatively with others to achieve shared goals	264	87.1%	6.1%	6.1%	0.8%
20	Skill in creating and maintaining a culture that fosters high standards of ethics	263	82.9%	6.5%	7.2%	3.4%

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**Sensitive Security Information (SSI)**

**Table AA-5. KSAO When Required Ratings (Continued)**

KSAO #	KSAO	n	When Required			
			Before BDO Training	Upon completion of BDO Training	After starting the job	NA %
21	Cultural sensitivity: Able to recognize variations among cultures and treat all people with respect	264	85.6%	6.4%	7.6%	0.4%
22	Flexibility	264	87.1%	6.8%	5.7%	0.4%
23	Knowledge of screening procedures associated with discovery of prohibited items	262	77.9%	16.8%	5.3%	0.0%
24	Skill in decision-making, including perceiving the impact and implications of decisions; and making effective and timely decisions, even when data are limited or solutions produce unpleasant consequences	264	72.0%	10.6%	15.5%	1.9%
25	Skill in working with minimal or no supervision	264	79.5%	8.0%	11.7%	0.8%
26	Skill in clarifying information	263	72.6%	18.6%	8.7%	0.0%
27	Comfort with social interactions	264	81.1%	11.7%	6.4%	0.8%
28	Skill in remembering factual information, including numbers and procedures	264	70.8%	16.3%	11.4%	1.5%
29	Ability to retain and recall information	264	76.1%	15.5%	7.6%	0.8%
30	Skill in using explosives trace detection (ETD) equipment to inspect baggage and accessible property	264	82.6%	9.8%	7.2%	0.4%
31	Command presence	264	79.9%	11.0%	7.6%	1.5%
32	Skill in self-management, including displaying a high level of initiative and effort, and completing assignments in a timely manner	263	84.0%	5.3%	9.1%	1.5%
33	Knowledge of proper alarm resolution procedures	264	72.0%	15.5%	9.8%	2.7%
34	Able to multi-task	264	87.5%	6.8%	5.3%	0.4%
35	Knowledge of TSA transportation security policies, directives, and regulations	263	80.2%	11.8%	8.0%	0.0%
36	Skill in managing one's own time	262	85.5%	4.2%	8.8%	1.5%

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**Sensitive Security Information (SSI)**

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**Table AA-5. KSAO When Required Ratings (Continued)**

KSAO #	KSAO	n	When Required			
			Before BDO Training	Upon completion of BDO Training	After starting the job	NA %
37	Ability to stand for long periods of time	264	76.9%	8.0%	14.0%	1.1%
38	Skill in interacting with diverse individuals (e.g., differing backgrounds, ages)	264	83.3%	7.2%	8.3%	1.1%
39	Ability to quickly make sense of, combine, and organize information	264	72.3%	14.8%	12.1%	0.8%
40	Skill in reading and comprehension	264	87.5%	7.6%	4.9%	0.0%
41	Skill in adapting behavior and work methods in response to new information, changing conditions, or unexpected obstacles	262	71.4%	11.1%	16.4%	1.1%
42	Skill in written communication	264	75.4%	11.0%	13.3%	0.4%
43	Skill in thinking critically to identify solutions, conclusions, or approaches to problems	263	68.1%	14.1%	16.0%	1.9%
44	Knowledge of special category screening procedures, including, but not limited to, diplomatic pouches and hazardous materials	264	78.4%	13.3%	8.0%	0.4%
45	Able to balance customer service with public safety	263	84.0%	5.3%	9.1%	1.5%
46	Ability to see details at close range (i.e., within a few feet)	264	79.9%	11.7%	6.8%	1.5%
47	Skill in sharing information, knowledge, and expertise with team members	264	66.7%	7.2%	23.5%	2.7%
48	Ability to see details at a distance (i.e., more than few feet away)	264	78.8%	11.4%	8.3%	1.5%
49	Skill in inspiring and fostering team commitment, spirit, pride, and trust	264	68.6%	4.5%	17.0%	9.8%
50	Willingness to work a flexible schedule	264	81.8%	4.9%	10.6%	2.7%
51	Skill in note-taking	264	71.6%	16.7%	10.6%	1.1%
52	Skill in using tools for examining IDs (e.g., black light, magnification loupe)	262	67.9%	14.9%	15.3%	1.9%
53	Skill in applying general rules to specific problems	264	73.1%	10.2%	14.4%	2.3%
54	Ability (b)(3):49 U.S.C. § 114(r) (b)(7)	263	74.5%	16.0%	9.1%	.4%

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**Sensitive Security Information (SSI)**

**Table AA-5. KSAO When Required Ratings (Continued)**

KSAO #	KSAO	n	When Required			
			Before BDO Training	Upon completion of BDO Training	After starting the job	NA %
55	Ability to walk up to two (2) miles during a shift	264	79.2%	7.2%	11.0%	2.7%
56	Ability to perceive/distinguish colors (e.g., red, green, blue, yellow, orange, purple, brown, black, white, gray)	264	83.0%	4.5%	6.4%	6.1%
57	Ability to walk more than two (2) miles during a shift	264	75.8%	8.3%	12.9%	3.0%
58	Skill in using software for electronic mail	263	71.9%	5.7%	17.5%	4.9%
59	Skill in using computer hardware and peripherals	264	71.2%	7.6%	15.9%	5.3%
60	Ability to efficiently and thoroughly manipulate and lift baggage, containers, and other objects subject to security processing	264	81.8%	4.9%	8.0%	5.3%
61	Skill in using word processing software	263	66.9%	6.5%	17.9%	8.7%
62	Ability to maintain physical agility that would allow for squatting and bending	263	71.5%	6.1%	7.2%	15.2%
63	Ability to lift and carry baggage weighing up to 40 pounds	264	81.1%	4.2%	6.8%	8.0%
64	Ability to lift and carry baggage weighing up to 70 pounds	264	67.0%	3.4%	6.4%	23.1%
65	Knowledge of critical and clustered categories of suicide bomber indicators	260	10.0%	86.2%	3.8%	0.0%
66	Skill in identifying behaviors and assigning the proper point value to them	262	3.4%	90.1%	6.5%	0.0%
67	Knowledge of stress cues and appearance factors	262	5.7%	93.9%	0.4%	0.0%
68	Knowledge of fear cues and appearance factors	262	5.7%	93.5%	0.8%	0.0%
69	Knowledge of deception cues and appearance factors	261	5.7%	92.7%	1.5%	0.0%
70	Knowledge of situations that require immediate LEO notification	262	16.4%	81.3%	2.3%	0.0%
71	Knowledge of the point values associated with behaviors and other criteria	261	3.1%	93.9%	3.1%	0.0%

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**Sensitive Security Information (SSI)**

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~~Sensitive Security Information (SSI)~~

**Table AA-5. KSAO When Required Ratings (Continued)**

KSAO #	KSAO	n	When Required			
			Before BDO Training	Upon completion of BDO Training	After starting the job	NA %
72	Knowledge of the signs of deception (b)(3):49 U.S.C. § 114(r)	261	3.8%	89.3%	6.9%	0.0%
73	Knowledge of the steps of the SPOT referral process	264	2.3%	96.2%	1.5%	0.0%
74	Skill in conducting an effective casual conversation to obtain resolution	264	6.1%	79.2%	14.8%	0.0%
75	Knowledge of signs of possible surveillance activity by individuals	262	10.7%	84.7%	4.6%	0.0%
76	Knowledge of criteria for assigning the initial point	262	3.1%	94.7%	1.5%	0.8%
77	Knowledge of the procedures to determine baselines and deviations from baseline	263	4.6%	93.2%	2.3%	0.0%
78	Knowledge of criteria for points (b)(3):49	261	3.1%	94.6%	1.9%	0.4%
79	Knowledge of LEO referral process	262	6.5%	86.6%	6.9%	0.0%
80	Knowledge of unusual items	261	22.6%	70.1%	7.3%	0.0%
81	Knowledge of SPOT theory and program background	262	22.5%	75.2%	1.1%	1.1%
82	Commitment to the SPOT program	264	45.8%	45.8%	8.0%	0.4%
83	Ability to identify and focus on behaviors among other distracting information or stimuli	264	30.3%	52.7%	16.3%	0.8%
84	Skill in identifying fraudulent documents	263	65.0%	20.9%	12.9%	1.1%
85	Ability to maintain focus and awareness over long periods of time	264	64.4%	19.3%	15.5%	0.8%
86	Skill in quickly and accurately identifying similarities and differences from the baseline	263	18.6%	62.4%	18.3%	0.8%
87	Ability to perform basic mental math to quickly calculate accrued behavior and appearance factor points	263	52.1%	38.0%	9.1%	0.8%
88	Skill in acting discretely when using quick reference materials on duty, communicating with other BDOs and TSOs, and holding casual conversations with travelers	263	34.2%	41.8%	22.4%	1.5%

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~~Sensitive Security Information (SSI)~~

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**Sensitive Security Information (SSI)**

**Table AA-5. KSAO When Required Ratings (Continued)**

KSAO #	KSAO	n	When Required			
			Before BDO Training	Upon completion of BDO Training	After starting the job	NA %
89	Skill in completing required documents and/or paperwork (e.g., SPOT Incident Reports, SPOT Referral Report)	264	6.4%	54.9%	38.3%	0.4%
90	Skill in identifying individuals who appear to be the subject of an AMBER Alert, law enforcement, or other intelligence-driven report	263	41.1%	25.1%	31.6%	2.3%
91	Skill in non-verbal communication	263	58.6%	23.2%	16.7%	1.5%
92	Skill in using combined information to draw a conclusion or to solve a problem	264	62.9%	18.9%	16.3%	1.9%
93	Knowledge of latest security-related intelligence (e.g., Amber Alerts, BOLOs, terrorist organizations, gangs)	263	37.6%	11.4%	49.8%	1.1%
94	Knowledge of procedures and requirements for notifying SPOT Transportation Security Manager (STSM), Supervisory Transportation Security Officer (STSO), or others, as appropriate	264	10.2%	59.1%	30.7%	0.0%
95	Knowledge of reporting requirements and procedures	258	16.3%	50.4%	32.9%	0.4%
96	Skill in determining the importance, accuracy, and effectiveness of data	264	56.1%	18.2%	22.0%	3.8%
97	Skill in recognizing people	264	62.5%	21.6%	14.8%	1.1%
98	Skill in using visual sensory information to make comparisons and/or evaluations	264	51.1%	20.8%	21.2%	6.8%
99	Skill in gathering and systematically maintaining data	264	53.8%	20.5%	22.3%	3.4%
100	Knowledge of other security or law enforcement entities, such as the FBI and local police, and their scope of responsibility and authority with respect to the work of BDOs	259	16.6%	35.5%	45.2%	2.7%
101	Skill in motivating team members to accomplish group goals	263	59.3%	6.1%	19.0%	15.6%

AA-38

**Sensitive Security Information (SSI)**

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~~Sensitive Security Information (SSI)~~

**Table AA-5. KSAO When Required Ratings (Continued)**

KSAO #	KSAO	n	When Required			
			Before BDO Training	Upon completion of BDO Training	After starting the job	NA %
102	Skill in managing and resolving conflicts and disagreements among team members in a constructive manner	263	60.5%	4.9%	20.2%	14.4%
103	Knowledge of Additional Behavior Detection Training (ABDT) or other behavior detection techniques	261	1.1%	19.2%	76.2%	3.4%
104	Skill in operating communication equipment (e.g., cell phone, two-way radio)	264	62.1%	10.2%	26.9%	0.8%
105	Creativity: Able to come up with unusual or clever ideas about a situation or to develop creative ways to solve a problem	263	62.0%	14.1%	15.6%	8.4%
106	Knowledge of Identity Verification Call Center (IVCC) procedures	264	19.7%	24.6%	45.5%	10.2%
107	Skill in using job-specific software and applications (e.g., PARIS, SPOT database, on-line training programs)	264	20.5%	24.2%	51.9%	3.4%
108	Knowledge of the procedures for documenting employee time and attendance	263	51.7%	6.8%	24.7%	16.7%
109	Skill in providing performance feedback to others	264	39.0%	6.4%	32.6%	22.0%
110	Ability to detect or tell the differences between (b)(3):49 (b)(3):49 U.S.C. § 114(r)	264	65.9%	12.1%	11.7%	10.2%
111	Knowledge of occupational health and safety protocols and requirements	262	65.3%	7.3%	18.3%	9.2%
112	Knowledge of equipment sign-in and sign-out procedures	264	50.0%	10.2%	31.8%	8.0%
113	Knowledge of the time and/or staffing requirements associated with work assignments, training, and security operations	264	35.6%	8.3%	35.6%	20.5%
114	Skill in using cameras or video capturing devices to collect and review information about individuals or incidents	264	29.2%	9.5%	33.0%	28.4%

AA-39

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~~Sensitive Security Information (SSI)~~

**Table AA-5. KSAO When Required Ratings (Continued)**

KSAO #	KSAO	n	When Required			
			Before BDO Training	Upon completion of BDO Training	After starting the job	NA %
115	Skill in tracking team member assignments, attendance, and time spent on various work activities	264	29.9%	8.0%	36.4%	25.8%
116	Skill in using software to create and manage spreadsheets	264	45.5%	5.7%	25.4%	23.5%

AA-40

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~~Sensitive Security Information (SSI)~~

**Appendix BB:  
BDO Job/Task Analysis Survey:  
Qualitative Data (Non-Managers and Managers)**

BB-1

~~Sensitive Security Information (SSI)~~

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### BDO JOB/TASK ANALYSIS SURVEY: QUALITATIVE DATA (NON-MANAGERS AND MANAGERS)

Table BB-1. Qualitative Survey Data from Non-Managers

Admin Type	UID	Comment	Category 1	Category 2	Category 3	Category 4	Category 5	Category 6	Category 7	Category 8
Pilot	2	(1) Currently BDOs are required to work in other special situations (i.e., VIPR, Playbook, ADASP). These need to be curtailed. (2)BDOs need to have a catch-up clause for loss of salaries over the last five years with the TSO workforce. BDOs should also have a 6-8% bonus clause for special work classification. (3)BDOs need to be replaced under the AFSD-LE and taken away from the screening force. The screening force sees the BDOs as additional personnel to be utilized as necessary in checkpoint operations as the "BDOs don't do anything". (4) The wording "casual conversation" needs to be used only in the context of a referral. Casual conversation needs to be changed in all section of the SPOT SOP to "engagement" or some other type of wording so as to keep "casual conversation" strictly for a referral only. (5) Nationally we have interviewed the entire TSO workforce at sometime for possible transfer to the BDO workforce. Due to the nature of the BDO job description we should now go outside of the TSO workforce to gain as many employees (BDOs) that are able to complete the job requirements. (6) There is no set of criteria which will designate who can do the BDO function. The posting and interviews should look for personnel who are dependable, professional, hard working, have integrity and have the ability to work independently without supervision. (7) Each airport needs to set up a procedure to help with the working relationship with the local law enforcement community in their areas. There are certain localities where the Prosecuting Attorney has told the BDOs not to share the behaviors with LEOs. These local attorneys need to be contacted and informed of the SPOT policies directly. HQ should contact each airport to ask for any problem they currently have with law enforcement personnel. (8) It needs to be emphasized again and again nationally that there is no quota for BDOs to conduct referral screening. There are airports that do have quotas and this needs to stop. If there are no behaviors BDOs do not makeup behaviors for a referral due to a quota. There are STSM and AFSD-screening that hold BDOs accountable for referrals. If one team of BDOs have consistently more referrals than another they are praised and the second team is chastised.	Tools/Equipment: SOP	Other Security Operations: General	BDO Selection Criteria: KSAOs/ Competencies	BDO Selection Criteria: Process	SPOT Program: Communication/ Info Dissemination	Pay	SPOT Program: Structure	SPOT Program: Improved Relationships

BB-2

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**Table BB-1. Qualitative Survey Data from Non-Managers (Continued)**

Admin Type	UID	Comment	Category 1	Category 2	Category 3	Category 4	Category 5	Category 6	Category 7	Category 8
Pilot	3	You need to have an over all interest in Behavior Detection Officer work. When you are dedicated to the job you have no problem with being complacent. BDO work is not for everyone. I also would like to see more training for BDOs in regards to training that is offered to other BDOs in the mainland US also. Because we are in State X, I think we are forgotten sometimes and we would like to be included. We would benefit greatly from some additional law enforcement training. Thank You, Name X.	BDO Selection Criteria: KSAOs/ Competencies	Additional Training: General	Additional Training: Law Enforcement	Job Analysis Survey: Thank You				
Pilot	4	Being a BDO is an effective level of our security chain. Being proactive is a plus. Please continue this program, for it truly makes difference.	BDO Selection Criteria: KSAOs/ Competencies	SPOT Program: Satisfaction						
Pilot	6	The BDO Program should have regular recurrent training modules where we can observe behavior scenarios and identify the behaviors seen. BDOs should have whispernet radios to assist with maintaining discreet presence at the checkpoints and around the airport. BDOs should have better networking with local Law Enforcement. (i.e., collaborative training efforts). This would help each Agency understand how they help one another. Detailed training on Local and Government IDs. BDOs should have a different role regarding IVCC calls. Changing roles: BDOs should be called upon to observe the passenger(s) for behaviors as a STSO or designee makes the IVCC call. BDOs should be called upon to assist with observations of crowds at high-profile or security events more often like ADASP. BDOs should be involved in more observations of random screening with ADASP of airport/airline employees at ACAM doors and entry gates.	Tools/Equipment: Phones/Radios	Other Security Operations: ADASP	Additional Job Duties: IVCC	Initial Training Refresher: Indicators	Additional Training: IDs / Fraudulent	SPOT Program: Improved Relationships		
Pilot	11	This was a very thorough survey dealing with skill sets not only required by Behavior Detection Officers but by all of TSA.	Job Analysis Survey: Content Relevance							
Field	x1	We have been changed to the screening workforce. I think this is a mistake. We should remain under law enforcement.	SPOT Program: Structure							

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**Table BB-1. Qualitative Survey Data from Non-Managers (Continued)**

Admin Type	UID	Comment	Category 1	Category 2	Category 3	Category 4	Category 5	Category 6	Category 7	Category 8
Field	x5	It would be extremely helpful if there was more training. The training would reinforce current procedures and clarify any new/ current procedures. I understand that there is an SOP available but it always helps when you have someone who is a subject matter expert in the SPOT Program to answer our questions. In other words, recurrent training would be extremely welcomed.	Initial Training Refresher: General	Additional Training: General						
Field	4	I had hoped that being a BDO would be more a proactive role for me at TSA. However since getting promoted to BDO, it seems to me all we have done is regress as a program. We have to capability to take aviation security to a whole new level, but we spend the majority of our time reacting to things that happen instead of being proactive. We need more and better training, and better screening of the candidates who wish to become BDO's. We should make a probation period for at least 6 months after the class ends for new BDO's. Those that cannot perform to standards will be released back to the workforce. We also have too many BDO's at some airports. We should not have more BDO's on a checkpoint that screeners. I guess that I am just tired of people abusing the program and using it as an excuse to goof off all day while a few do most of the work.	Expanded Authority: Resources	BDO Selection Criteria: Process	Additional Training: General	SPOT Program Overall	SPOT Program: Satisfaction			
Field	8	I feel upper management receives valuable information that doesn't get out to BDO'S. Too much time is spent micro managing BDO'S by STSO's that don't believe in the program. PASS should not be required for BDO's; I should be allowed to opt out. It would help greatly if STSO's and TSO's understood THE SPOT PROGRAM to a certain extent to clear up misconceptions. I am dedicated to my job I know the SPOT program works based on my experience with referrals and I would like to see a few things change for the better. [Name] X, [Title] X, [Airport] X, (xxx)-xxx-xxxx Work Cell	SPOT Program Leadership: Mgmt Support	SPOT Program: Satisfaction	SPOT Program: Communication/ Info Dissemination	SPOT Program: Structure	SPOT Program: Improved Relationships	PASS		

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**Table BB-1. Qualitative Survey Data from Non-Managers (Continued)**

Admin Type	UID	Comment	Category 1	Category 2	Category 3	Category 4	Category 5	Category 6	Category 7	Category 8
Field	9	It was difficult for me to answer some of the questions in the Task Ratings section because I complete all of the tasks related to spot referrals as they occur. There have been weeks in which I have had several spot referrals and a month where I had no spot referrals. I am always conducting SPOT whether I am on duty or off duty. I am always engaging the public and speaking with the people I observe every day. This program has changed my life and the entire way I look at everyone. It is an amazing and integral layer of security. Since becoming a BDO, I have worked with several officers that I know would have benefited greatly from more training in "Walking the Line" and in casual conversation. However, I am pleased to say I have worked with the most incredible group of people that I have ever met. Thank you for giving me an opportunity to be a voice in something I believe in with my whole heart.	Initial Training Refresher: Casual Conversation	SPOT Program: Satisfaction	Job Analysis Survey: Rating Scales	Job Analysis Survey: Thank You				
Field	11	N.F.E.	Misc							
Field	14	The Training for BDO's is very under standard. We have no training to speak of and are always promised to get some. I have been in this program for almost 2 years and have only seen one thing come across. It's not right, we have to have training to keep things fresh, so we do our own, with no help from headquarters. Someone needs to be responsible to help us out here. Get it together instead of making promises.	Initial Training Refresher: General	Additional Training: General	SPOT Program Leadership: Mgmt Support					
Field	24	The hiring process needs to include a personality test, and a review of an applicant's social skills. There are too many people who have been hired that don't like dealing with people, which is bad since that is a BDO's job dealing with people.	BDO Selection Criteria: KSAOs/Competencies	BDO Selection Criteria: Process						
Field	26	I do not have the luxury of working with a partner. There have never been enough BDO's to provide for partnering. The TSO's LTSO's and STSO's do not respect the BDO position. Support from the LEO's is rare. There are only LEO's occasionally in the airport terminal. I rarely receive feedback on my performance.	Expanded Authority: Resources	SPOT Program: Improved Relationships	PASS					

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Table BB-1. Qualitative Survey Data from Non-Managers (Continued)

Admin Type	UID	Comment	Category 1	Category 2	Category 3	Category 4	Category 5	Category 6	Category 7	Category 8
Field	30	Not really sure what the point of this survey was. All of the questions were pretty self-evident. The job skills/requirements/etc. should already be known to Headquarters. I feel this survey was a waste of time-- asking questions with known answers and compiling the data to prove a conclusion that any BDO already knows after a few days on the job. I'm puzzled.	Job Analysis Survey: Content Relevance							
Field	32	When working as a BDO I believe working with people who you are friendly with really helps. Communication is a major key in getting the job done well. I notice that some people who may not be friendly with one another do not communicate as well as they should.	BDO Selection Criteria: KSAOs/ Competencies							
Field	34	It seems airports nationwide are using G-Band BDOs in differing capacities. What should G-Band BDOs be doing in regard to supervisory duties, etc.? I believe it is VERY, VERY IMPORTANT to screen individuals applying for a BDO position for their teamwork skills. I have worked on a team that at times can be very dysfunctional. And, some of the team members that are issues were issues before they came to the BDO team. I realize that this is a local hiring issue. However, maybe the national program office can put the pressure on airports to ensure that this is one of the most important points to consider when hiring. Also, I realize the amount of standing/walking that is required for the position. However, there could be some ways to alleviate some of the standing requirement during down times such as alternate duties of some type? I have had problems in the past with my feet, but I know I am not the only one. I can make it through the day, but it is mentally challenging, as I know it is for others. Over time, in the near future, or years down the road there will be BDOs with serious medical issues because of the required standing time and the surfaces we stand on. There could be an ergonomic solution.	Expanded Authority: Supervisory-type Responsibilities	Work Conditions: Fatigue	BDO Selection Criteria: KSAOs/ Competencies	SPOT Program: Airport Differences				

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**Table BB-1. Qualitative Survey Data from Non-Managers (Continued)**

Admin Type	UID	Comment	Category 1	Category 2	Category 3	Category 4	Category 5	Category 6	Category 7	Category 8
Field	37	I see the SPOT program being run differently between larger and smaller airports. I work at a cat -- airport and there seems to be a lack of management oversight. Sure, it is nice to take time off without any problems. It is also nice to be free to move and transition into checkpoint and playbook without asking anyone. On the other hand though it feels like it doesn't really matter if we are here or not. Whether we stand stationary with a blank stare daydreaming or aggressively look for behaviors it feels like no one cares. One referral a year or five a day it doesn't seem to matter to anyone. I guess what I'm trying to say is that work ethic doesn't play into favorable actions or advancement. Have a good relationship with the office is all you need. And you get that relationship by being in the office and not working SPOT which you got hired for. This all starts with a hands on manager who believes in the program which we do not have. We have X [number of] BDOs currently working at this airport and one STSM with various other duties. SOP changes and questions are being received and digested by non-SPOT trained individuals. This leads to policies not congruent with the spirit of SPOT which all BDOs here live every day. This concerns me due to the fact that we seem to be operating on local SOP rather than the national SOP. As a matter of fact last year in 2009 we didn't receive a copy of the new SOP until about June even though it was suppose to take effect earlier in the year. I love this program and its benefits. The history and practical applications are an invaluable asset to the whole TSO organization. The only problem is the management and guidance after the class is done.	SPOT Program Overall	SPOT Program Leadership: Manager Presence	SPOT Program Leadership: Mgmt Support	SPOT Program: Satisfaction	SPOT Program: Communication/ Info Dissemination	SPOT Program: Airport Differences	PASS	

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Table BB-1. Qualitative Survey Data from Non-Managers (Continued)

Admin Type	UID	Comment	Category 1	Category 2	Category 3	Category 4	Category 5	Category 6	Category 7	Category 8
Field	38	Behavior detection is a vital part of security, however we NEED the tools to SUCCESSFULLY complete our mission. This mean we need expanded authority to deal with situations that arise without the need to "out-source" the issues to local Police Departments or other agencies. Often times the BDO is utilized in a manner of a specialized screening unit placing us in various situations (b)(3):49 U.S.C. § 114(r) (b)(3):49 U.S.C. § 114(r) The checkpoint is designed to find the bomb, we are designed to find the bomber (or at the least deal with individuals who are displaying behaviors beyond a normal individual/baseline), but why does our mission end there? (b)(3):49 U.S.C. § 114(r) (b)(3):49 U.S.C. § 114(r)	Expanded Authority: LEO-type Responsibilities	Work Conditions: Safety	SPOT Program: Satisfaction					
Field	39	I would require, prior to becoming a BDO: The basic ability to memorize information Easily adapt to change A general knowledge test An endurance test	BDO Selection Criteria: KSAOs/ Competencies							
Field	42	Working as a BDO requires one to have a good grasp of the entire function of TSA screening with its many dynamics.	BDO Selection Criteria: KSAOs/ Competencies							
Field	43	Are the surveys ever going to be sent out to standardize the program nationally?	Misc							
Field	44	The home airport should not be in the hiring process. It needs to be other BDO's from other airports on the interview board including H and band positions. The earlier airports in the program who did this have better programs. Attendance and light duty should be considered prior to the hiring or interview process. The assist team should be able to identify weak BSO's and remove them out of the program. H bands who do not know the program and who do not work the floor should also be removed.	BDO Selection Criteria: Process	SPOT Program Leadership: Manager Background	Managing Under-performance					

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**Table BB-1. Qualitative Survey Data from Non-Managers (Continued)**

Admin Type	UID	Comment	Category 1	Category 2	Category 3	Category 4	Category 5	Category 6	Category 7	Category 8
Field	46	You do realize that we received this survey over one month after the your submission deadline of 02/03/2010-	Job Analysis Survey: Content Relevance							
Field	48	1. Perhaps the survey says more about the personality of the BDO performing the survey than an analysis of the job requirements. 2. I wasn't informed when I applied for the position of BDO just what the job entailed and what the desired characteristics would be for the position. This needs to be more explicit for future candidates. 3. Current BDOs desire and deserve education commensurate with what the TSOs are provided. (b)(3):49 U.S.C. § 114(r) (b)(3):49 U.S.C. § 114(r)	Tools/Equipment: SPOT Assist Cards	BDO Selection Criteria: Process	Initial Training Refresher: General	Initial Training Refresher: Indicators	Job Analysis Survey: Content Relevance			
Field	50	I found with some of the questions that there were 2 questions asked at the same time.	Job Analysis Survey: Format/Design							
Field	51	I am scheduled to attend the ABDT class next week and have been looking forward to attending this class to further hone my skill as a BDO. I feel this training will be a giant leap forward in my ability to effectively observe passengers. There is a significant need for the Standardization Team to make annual visits to airports as a tool in assisting BDO's in maintaining focus, as well as accuracy in what we do. The one time this airport hosted the Standardization Team was, in my opinion, one of the most significant event that went a long way in providing a deeper understanding in properly conducting behavior observations. Unfortunately, they have only been here once.	Additional Training: ABDT	SPOT Program Standardization: Visits	SPOT Program Standardization: Importance					

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**Table BB-1. Qualitative Survey Data from Non-Managers (Continued)**

Admin Type	UID	Comment	Category 1	Category 2	Category 3	Category 4	Category 5	Category 6	Category 7	Category 8
Field	53	It's too bad the top brass here at Airport X is not on board with the program!	SPOT Program Leadership: Mgmt Support							
Field	54	I believe it would better the program to have individuals from outside airports handle interviews with BDO's candidates rather than the BDO Managers from the airports requiring the BDO's. I believe it to be a conflict because the Managers are possibly looking for specific people that they may know or have heard of being a better prospect. I also believe that BDO's should be given the opportunity to study languages or other courses that may better them at their job and that the government should cover the expenses as long as the participant passes the courses.	BDO Selection Criteria: Process	Additional Training: General						
Field	56	I BELIEVE THAT IT WAS A POOR DECISION TO REMOVE AND DESTROY OUR BEHAVIOR AID CARDS, BECAUSE A FEW WERE CARELESS WITH THEM. NOW WE HAVE NO REFERENCE OR STUDY GUIDE. WE ARE ADULTS AND UNDERSTAND RESPONSIBILITY.	Tools/Equipment: SPOT Assist Cards							
Field	58	I think we need more Intel and training to keep us moving ahead. Training like: Videos of behaviors from airports that have cctv that show examples of passenger's behaviors. The last bomber attempt, on Christmas day in Detroit, would be a good video to see, if there is one. Seeing behaviors instead of just reading about them would be a wonderful thing to add to our program's training.	Initial Training Refresher: Indicators	Additional Training: General	SPOT Program: Communication/ Info Dissemination					

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Table BB-1. Qualitative Survey Data from Non-Managers (Continued)

Admin Type	UID	Comment	Category 1	Category 2	Category 3	Category 4	Category 5	Category 6	Category 7	Category 8	
Field	59	Here at Airport X, our communication abilities are limited to the use of cellular phones, that only some BDO's have. Those who were not issued phones either have to use their own personal phone or sign out a phone, if there are any available. We are also responsible for signing out a radio, one per team per terminal, before our shift. The radio, to simply put it, is very large and bulky, and heavy to say the least. Furthermore, we are not allowed to utilize the radio to contact one another or to contact another BDO team or a checkpoint. This huge heavy radio is for us to monitor if there is a security breach. We have asked our FSD staff repeatedly for the whisper radios, the radios checkpoint personnel utilize, but on each occasion that idea what dismissed or the answer was "no." My thought, and the thought of my fellow BDO's, is that we need those same whisper radios to effectively communicate to our partner as well as the checkpoint officers. When the STSO, LTSO, or TSO at the checkpoint is needing a BDO for whatever reason, liquid testing or IVCC or to observe a passenger, he/she would have instant communication with the BDO team at his/her checkpoint. The point I am trying to make is that communication with a BDO team at the checkpoint, or while conducting VIPR/Playbook or other activities, is vital. That type of communication between the checkpoints and BDO's is also very vital. Lastly, we as a team have discussed the possibility of having someone from BDO headquarters come down and speak to the BDO's here at Airport X. Or nationwide for that matter. I feel it would give us all a better understanding if the BDO's nationwide knew our BDO leadership and what he/she does within the organization, to give us some kind of "personal" contact as to who you (BDO leadership) are and share your thoughts about the SPOT program. Also maybe an open forum where questions could be addressed. As I stated, we were wondering if this was a possibility only and not a request or demand. I think we would just like to get to know our SPOT/BDO leadership.	Tools/Equipment: Phones/Radios	SPOT Program Overall							

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Table BB-1. Qualitative Survey Data from Non-Managers (Continued)

Admin Type	UID	Comment	Category 1	Category 2	Category 3	Category 4	Category 5	Category 6	Category 7	Category 8
Field	60	I find it difficult to perform the duties of BDO recently due to the great fluctuation of operating information being received. The fact that we have been deprived of the most valuable asset to the program without any advanced warning, and no way to prepare for this transition has made it very difficult to perform these duties. I truly feel that a new SOP should be forthcoming very soon to clarify all the operating misconceptions that have transpired.	Tools/Equipment: SOP	SPOT Program Overall	SPOT Program: Communication/ Info Dissemination					
Field	67	(b)(3):49 U.S.C. § 114(r)	Work Conditions: Fatigue	(b)(3):49 U.S.C. § 114(r)	SPOT Program Overall					
Field	73	Hope the responses help with evaluation analysis.	Misc							

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Table BB-1. Qualitative Survey Data from Non-Managers (Continued)

Admin Type	UID	Comment	Category 1	Category 2	Category 3	Category 4	Category 5	Category 6	Category 7	Category 8
Field	76	<p>I think taking our SPOT Assist cards were not a good idea. There are those that lost their cards but there are also those that were responsible enough to keep up with them. I feel that removing the cards was a blanket punishment which, unfortunately, affected those that work hard to follow all rules and be responsible for our belongings.</p> <div style="border: 1px solid black; padding: 5px; margin: 5px 0;">(b)(3):49 U.S.C. § 114(r)</div> <p>I know I am probably beating a dead horse here but maybe someone should look into the BDO's having different uniforms from the checkpoint TSO's. I know that the program is supposed to be a seamless operation but people/travelers already know what we are doing out there. They can look at it on the news or on the internet ...people are talking and BDO's and the basics of what we are doing is not a secret. Since they already know who we are and what we are doing, I think it would be a good idea to have uniforms that separate us from the checkpoint. Each day we are harassed about getting bins or checking tickets at the TDC, or opening another lane since it is "their tax dollars that pay our salaries". In many cases it does make it difficult to stay focused on the matter at hand. People become rude and belligerent and it sometimes gets the other passengers going. Thank you for offering this survey to me and thank you for taking the time to take some of my comments into consideration. I just hope that I am not the only one to feel this way about certain things so maybe something can be done to positively change the way the BDO program works!</p>	Tools/Equipment: SPOT Assist Cards	SPOT Program Overall	SPOT Program: Communication/ Info Dissemination	Job Analysis Survey: Thank You				

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~~Sensitive Security Information (SSI)~~

**Table BB-1. Qualitative Survey Data from Non-Managers (Continued)**

Admin Type	UID	Comment	Category 1	Category 2	Category 3	Category 4	Category 5	Category 6	Category 7	Category 8
Field	78	Different size airports treat and utilize BDOs differently. FSDs and SPOT coordinators are given too much authority on how they want to run SPOT and deviate from what is taught in class.	SPOT Program Overall	SPOT Program: Airport Differences						
Field	82	Some of the questions asked needed more choices that pertain to our actual job function.	Job Analysis Survey: Rating Scales							
Field	84	Many questions on the survey were very vague and could have been answered several way's depending on how an individual perceives a situation. The survey cannot get desired results in my opinion unless the questions give the exact scenario in which the person may be in and having to react to. This comment is in reaction to questions from the task ratings section of the survey.	Job Analysis Survey: Rating Scales							
Field	91	I think that the serious lack of follow-up training has a major impact on how we do our jobs. Also dissemination of information is terrible. We look to the FAQ site for anything that might change our SOP but often get the same questions answered different ways by different people so that no one knows what the proper way is. I believe a more central way to get information out would be better for BDOs in general.	Initial Training Refresher: General	SPOT Program: Communication/ Info Dissemination						
Field	92	(b)(3):49 U.S.C. § 114(r)	Expanded Authority: Resources	SPOT Program Leadership: Mgmt Support	SPOT Program: Airport Differences	Job Analysis Survey: Content Relevance				
Field	93	I'd like to see a survey that addresses BDO job satisfaction in their airport and the national program.	Misc							

BB-14

~~Sensitive Security Information (SSI)~~

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**Table BB-1. Qualitative Survey Data from Non-Managers (Continued)**

Admin Type	UID	Comment	Category 1	Category 2	Category 3	Category 4	Category 5	Category 6	Category 7	Category 8
Field	96	I am scheduled to receive ABDT on [Date] X.	Misc							
Field	97	Team work and ability to work independent are the most important.	BDO Selection Criteria: KSAOs/Competencies							
Field	98	B.D.O. a great concept that has been watered down, the hiring process needs to be more stringent. We need the cards back. (b)(3):49 U.S.C. § 114(r)	Tools/Equipment: SPOT Assist Cards	BDO Selection Criteria: Standards	SPOT Program Overall	SPOT Program: Satisfaction				
Field	100	To be a BDO you need to be prepared to stand for long periods of time, putting miles on your pedometer, keep your eyes open, observed everything around you, turn what you see into the matching numbers, keep a running total in your head for the multiple people you are observing while everything around you is changing.	BDO Selection Criteria: KSAOs/Competencies							
Field	101	(b)(3):49 U.S.C. § 114(r)	Other Security Operations: ADASP	Job Analysis Survey: Rating Scales						

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**Table BB-1. Qualitative Survey Data from Non-Managers (Continued)**

Admin Type	UID	Comment	Category 1	Category 2	Category 3	Category 4	Category 5	Category 6	Category 7	Category 8
Field	109	The only comments I would make are very few. I enjoy working in the BDO program and feel it is a very necessary program. I do believe that there are some individuals in the program that do not possess the skills to do this job properly. I do not know if they would benefit from retraining or if they have the mentality that this is just another job. I find this attitude to be very dangerous. I see this program evolving constantly to become a very professional and streamlined program. I feel as though some of the personnel will not be up to the challenge of direction the program is heading. I feel we may need to reevaluate some of the current personnel. We must also make the interviewing and training process as selective as it once was. I am aware that every workforce has the proverbial ten percent rule. In our community that cannot be an expectable way to do business. We have to be the tip of the spear and always on top of our game. I thank you for the opportunity to help in this process.	BDO Selection Criteria: Standards	SPOT Program: Satisfaction	Managing Under-performance	Job Analysis Survey: Thank You				
Field	111	Give the assist cards back and just go after the individuals who lose them. They are for assistance because everyone has a brain fart now and then and we just don't remember which behavior goes with which value, so we check the cards to make sure. You also have BDOs that have only been in the program for 6 months as well as those who have been here for 5 years. This is punishing the masses for the indiscretions of a few. Keep the cards with the SIDA badges and you are less likely to lose them. Find a solution to the problem other than the one that was chosen, all it does is hurt the BDOs and the program. It also makes it look like you are setting up the BDOs to fail the PASS tests. Also give those BDOs that would like to leave and return to the floor the ability to do so.	Tools/Equipment: SPOT Assist Cards	Career Path						

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Table BB-1. Qualitative Survey Data from Non-Managers (Continued)

Admin Type	UID	Comment	Category 1	Category 2	Category 3	Category 4	Category 5	Category 6	Category 7	Category 8
Field	112	In the task ratings I mostly put the importance level at 5. As a BDO you know each part is just as important as the next. It's an accumulative thing with us. Some things are marked 2, somewhat difficult, due to the fact that confidence is an important factor as a BDO. (b)(3):49 U.S.C. § 114(r) you know your need to reference materials. A BDO who thinks they know it all is not a BDO at all. Some questions just didn't apply or the list of answers to choose from weren't quite right for our airport situation. Some answers may be on the more difficult side due to extenuating circumstances, not the actual task the question is referring to. As for the KSAO questions, some things are easier to learn than others. Some people given the chance at those things would flourish, they just might need the education.	Job Analysis Survey: Rating Scales	Job Analysis Survey: Content Relevance						
Field	114	I find some of the ratings in this survey to be somewhat vague. My job differs from day to day based on many different aspects (E.g.. The job assignment for the day, passenger flow, etc.). So to say I always, weekly, monthly, etc. perform these duties is not accurate. If the situation requires me to perform these tasks I do, because that is what is required to do my job effectively. Some days I may not have the opportunity to perform some of these tasks. I hope in the future there will be a better way to rate some of these tasks.	Job Analysis Survey: Rating Scales							
Field	122	The main problem I face daily is a lack of time. (b)(3):49 U.S.C. § 114(r) (b)(3):49 U.S.C. § 114(r) doing my main job. (b)(3):49 U.S.C. § 114(r) (b)(3):49 U.S.C. § 114(r) End of rant.	Other Security Operations: Playbook	Expanded Authority: Resources						
Field	130	I have enjoyed being a Behavior Detection Officer for the last two years. The job is always interesting because of the different people that travel through the airport each day. I have been lucky enough to become part of a great team with people who are dedicated to keeping the traveling public safe and secure.	Work Conditions: Job Satisfaction							

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**Table BB-1. Qualitative Survey Data from Non-Managers (Continued)**

Admin Type	UID	Comment	Category 1	Category 2	Category 3	Category 4	Category 5	Category 6	Category 7	Category 8
Field	131	<p>(b)(3):49 U.S.C. § 114(r)</p> <p>based screening functions. BDOs also need more leadership, which should be achieved by creating a competitive "G Band BDO Supervisor" position similar to how the Coordination Center is set up. 17+ BDOs with 1 STSM is not sufficient leadership.</p>	Expanded Authority: Supervisory-type Responsibilities	(b)(3):49 U.S.C. § 114 (r)	Additional Training: General	SPOT Program Leadership: Manager Presence				
Field	132	I feel that TSA should offer BDO's additional choices for shoes that are better for our feet. We do not get a chance to sit like the TSO's do on occasion, so our feet and back are super sore and tired. Also, the type of environment that we have to walk on affects our back and feet. Our checkpoints are concrete and they are sloped, so that is very hard on our back while standing and walking. Also, I think that BDO's should be allowed to carry the SPOT assist cards. We walk around the entire airport and occasionally something regarding SOP needs to be addressed. Plus, I don't have any access to a SPOT SOP on the checkpoint, so it makes it very difficult to research a question regarding SOP on something when you need an immediate answer during a referral.	Tools/Equipment: Shoes	Tools/Equipment: SPOT Assist Cards	Tools/Equipment: SOP	Work Conditions: Fatigue				
Field	140	Overall I have been very satisfied with the SPOT program. I do feel that it was a big mistake getting rid of the SPOT assist cards due to certain BDO's losing their cards. I believe that the SPOT assist cards were a great tool to help keep us sharp and to make sure we are not misapplying points specifically on behaviors that are not used that often.	Tools/Equipment: SPOT Assist Cards	SPOT Program: Satisfaction						
Field	141	I appreciate the opportunity to complete this survey. I would like to inform that each individual break down of learning difficulty made it seem easy to learn. However it was a very intense training, that many people had a hard time completing. I was fortunate enough to be able to pick the behaviors out easily, apply the proper point value and make referrals as necessary. I feel training was adequate and I look forward to continuing in the BDO program.	Initial Training	Job Analysis Survey: Rating Scales	Job Analysis Survey: Thank You					

BB-18

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**Table BB-1. Qualitative Survey Data from Non-Managers (Continued)**

Admin Type	UID	Comment	Category 1	Category 2	Category 3	Category 4	Category 5	Category 6	Category 7	Category 8
Field	142	To be a great BDO, one must be able to think outside the box. Things are not always black and white, we decipher the gray matter in between. A BDO must always be critical in thinking and questioning everything.	BDO Selection Criteria: KSAOs/ Competencies							
Field	146	The SPOT Program is a vital additional layer to our security process. In order to maintain the program's effectiveness, (b)(3):49 U.S.C. § 114(r)	Initial Training Refresher: General	Additional Training: OLC	(b)(3):49 U.S.C. § 114(r)	SPOT Program: Satisfaction				
Field	147	n/a	Job Analysis Survey: No Comment							
Field	149	NO COMMENTS	Job Analysis Survey: No Comment							
Field	152	On some of the questions, it asks how frequently you perform a task. Well that is subjective. Sometimes you can have a referral per day or you can go a month without doing a referral at all. Also, in "Duty C" of the Task Ratings section, most of those skills are performed on every referral, but if you only have one referral per week or even month, the frequency is skewed. The next concern is the communication. It would not be so difficult to communicate if given the proper equipment or resources to do so.	Tools/Equipment: Phones/Radios	Job Analysis Survey: Rating Scales						
Field	153	The welfare, health and safety of BDO's is of paramount importance to meet goals of the program. It is therefore important that management take steps to ensure that BDO's do not get injured or physically stressed on the job resulting mainly from very long hours of walking and/or standing during the shift.	Work Conditions: Safety	Work Conditions: Fatigue	SPOT Program Leadership: Mgmt Support					

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**Table BB-1. Qualitative Survey Data from Non-Managers (Continued)**

Admin Type	UID	Comment	Category 1	Category 2	Category 3	Category 4	Category 5	Category 6	Category 7	Category 8
Field	155	<p>There were no questions relating to BDO Plain Clothes Operation. This should be included in the next survey. Also, there should be an allowance for Plain Clothes Officers to purchase clothes. Plain Clothes Officer is a required position/activity. BDOs should be able to evaluate their leadership and have that reviewed by the top level leadership. This is a new program and the wrong leadership can send it into a negative tailspin quickly. BDOs should have better access to CBP. BDOs should have more communication with BDO units outside of the HUB. Each unit could learn from each other. A national BDO conference would be great.</p> <p>(b)(3):49 U.S.C. § 114(r)</p> <p>(b)(3):49 U.S.C. § 114(r) BDOs should have larger email boxes. We receive a lot of large files with graphics. These files should be able to be kept not deleted because storage space is so limited. Money allocated for radios for BDOs no matter the size of the airport. Handheld electronic equipment that translates different languages for speaking with individuals and deciphering documents.</p>	Tools/Equipment: Phones/Radios	Other Security Operations: Plain Clothes	(b)(3):49 U.S.C. § 114(r)	SPOT Program Overall	SPOT Program: Communication/ Info Dissemination	SPOT Program: Improved Relationships	Job Analysis Survey: Content Relevance	
Field	156	<p>I think the BDO program needs to have more training and more schools offered. I also think that every airport that has BDO's should have their own Spot Manager.</p> <p>(b)(3):49 U.S.C. § 114(r)</p> <p>(b)(3):49 U.S.C. § 114(r)</p> <p>(b)(3):49 U.S.C. § 114(r) The BDO program is a great program but we need more guidance and training to make this an effect program.</p>	Additional Training: General	Additional Training: ABDT	SPOT Program Leadership: Manager Presence	SPOT Program: Satisfaction				
Field	158	NA	Job Analysis Survey: No Comment							

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**Table BB-1. Qualitative Survey Data from Non-Managers (Continued)**

Admin Type	UID	Comment	Category 1	Category 2	Category 3	Category 4	Category 5	Category 6	Category 7	Category 8
Field	159	I believe in the SPOT Program wholeheartedly. In order to be successful in this job you must have the ability to be independent and know how to manage your time. Strong leadership and support is a must from the STSM/TSM. I believe the program in my area would not work without the leadership, support and commitment from the FDS and STSM/TSM. A very important skill required before you become a BDO is writing. You must know how to write a report using correct grammar, punctuation etc.	BDO Selection Criteria: KSAOs/ Competencies	SPOT Program Leadership: Mgmt Support	SPOT Program: Satisfaction					
Field	160	I would like to see the BDO program become more involved with national security. The information BDO's receive is limited due to the fact there is such a low level of security clearance. If the individuals involved in the program were allowed to receive a higher level of clearance, the information high way would open up enabling BDO's to have all the tools necessary in order to perform our duties more efficiently.	SPOT Program Overall	SPOT Program: Communication/ Info Dissemination						
Field	161	Airport X BDO's: I wish upper management cared about the BDO's in Airport X and give us phones or radio's to communicate with like they do with the checkpoint TSO's. I also hope they will respect the technical track the BDO's have chosen and will one day promote F band BDO's to G band BDO's. Thank you.	Tools/Equipment: Phones/Radios	SPOT Program Leadership: Mgmt Support	Career Path	Job Analysis Survey: Thank You				
Field	163	I am one of [the] survivors of the original baggage screeners at our airport. My BDO instructor/OJT mentor said I was the top of our first group of BDO trainees. My STSM ordered me not to make any comments to anyone outside my immediate chain of command at Airport X.	Misc							
Field	169	The BDO job requires numerous hours of being on our feet and constant mobility. It would be nice if we could have the benefit of TSA purchase of a better walking shoe with a good arch support. I personally purchased a pair of shoes that cost me \$150 and this stopped any foot problem.	Tools/Equipment: Shoes	Work Conditions: Fatigue						
Field	170	During our in briefs we do not really get any SPOT related Intel. Most Intel we get through other Networks and airports.	SPOT Program: Communication/ Info Dissemination							

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Table BB-1. Qualitative Survey Data from Non-Managers (Continued)

Admin Type	UID	Comment	Category 1	Category 2	Category 3	Category 4	Category 5	Category 6	Category 7	Category 8
Field	173	When I entered the program the seniority was set in a particular manner (BDO start date). That continued for 3 terms/shift bids. Then this latest round it was changed and drastically affected my seniority. Please come up with a defined BDO policy as far as seniority goes. If there is a difference between F and G bands please define it as locally it has been defined but they refuse to explain in quantifiably what the differences are.	SPOT Program: Seniority	Career Path						
Field	174	The initial SPOT training emphasizes too much on remembering the point values and learning the behaviors. This time could be better used studying the dynamics of the program, things such as walking the line and etc....Memorization of the behaviors, which category they are in, and assigned point values will come with experience. Many new BDOs, especially those who will be the first at their airports, return from the initial training slightly unprepared.	Initial Training							
Field	177	Recently, all BDO assist cards were taken away. We were told that they were not necessary to perform the job, but I feel that they are. For the most part, I have all the behaviors and point values memorized, but in certain situations, such as when a passenger appears to be displaying suicide bomber indicators, it is extremely helpful to have a reference available.	Tools/Equipment: SPOT Assist Cards							
Field	179	Perhaps the approval of prospective BDO candidates should be held at regional or national levels rather than the local airport level. Solve the issue of seniority by using the last promotion date rather than entry of BDO program date. To those who were promoted into the BDO program, this will have no effect. To those who were transferred into the program without promotion or salary increases it can make a major difference.	BDO Selection Criteria: Process	SPOT Program: Seniority						
Field	185	Survey was a bit unpleasant to take because of the format. Unable to use the TAB button to continue to next entry was very frustrating. I felt a lot of the questions were repetitive and it became frustrating. Nonetheless, I was glad to participate.	Job Analysis Survey: Content Relevance	Job Analysis Survey: Format/Design	Job Analysis Survey: Thank You					

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Table BB-1. Qualitative Survey Data from Non-Managers (Continued)

Admin Type	UID	Comment	Category 1	Category 2	Category 3	Category 4	Category 5	Category 6	Category 7	Category 8
Field	187	(b)(3):49 U.S.C. § 114(r)	Job Analysis Survey: Rating Scales							
Field	190	I have found that the people I have worked with as a BDO that have a Law Enforcement/ Security/ Military back ground regularly performed at a higher level. They seem to have a better skill set and are better at the job. Those without the skills can learn but function at lower levels. Training for EBDO's and Managers should be given as soon as possible to assist in their abilities and improve the team as a whole. The appointing of non-certified managers to oversee the program should be ended as it tends to allow for confusion and frustration due to the way some are allowed to modify/interpret practices and procedures.	BDO Selection Criteria: Background/ Experience	Additional Training: General	Training for Managers: BDO Initial Training	SPOT Program Leadership: Manager Background				
Field	194	Our Airport X, should be allowed to have plain clothes BDOs. We also should have govt. issued phones/radios to perform our duties instead of using our personal cell phones. BDOs are underutilized and should (b)(3):49 U.S.C. § 114(r)	Tools/Equipment: Phones/Radios	Other Security Operations: General	Other Security Operations: Plain Clothes	Additional Job Duties: IVCC				
Field	196	I understand the importance of being able to articulate the behaviors identified in a referral situation but I think that BDO's with experience should be able to use common sense and airport experience to select passengers for additional screening and referrals even if they do not reach a referral threshold.	SPOT Program: Passenger Selection							

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**Table BB-1. Qualitative Survey Data from Non-Managers (Continued)**

Admin Type	UID	Comment	Category 1	Category 2	Category 3	Category 4	Category 5	Category 6	Category 7	Category 8
Field	201	Behavior Detection Officers should not be deployed at any airport under any circumstances at any airport without a Transportation Security Manager (Behavior Detection Officer). We have a POC but they are always going to be concerned with the X [number of] TSOs under them rather than X [number of] BDOs. The morale of the SPOT program at our airport has dropped significantly since we were placed under PASS and are being evaluated by someone who has never performed the job. How can someone who has never assessed behaviors on the job or conducted a referral assess my performance as a BDO? I have been deployed and worked with a TSM helping BDOs and speaking up for them. It was refreshing to have someone that has some authority to help and to advise. The airport management always speaks to the G band BDOs to try and solve problems with the SPOT workforce even though it is a non-supervisory position. This puts the G band BDOs in a tough situation because they have no authority over F band BDOs. The G band BDOs should be considered supervisors or there should be a TSM (BDO) at every airport where SPOT is performed.	Expanded Authority: Supervisory-type Responsibilities	SPOT Program Leadership: Manager Presence	SPOT Program Leadership: Mgmt Support	PASS				
Field	202	Parts of this survey, although relevant are not performed at this particular airport as directed by management. It is difficult to answer with vague answers, would have preferred to add necessary bits instead of using NP, NA, etc. Thank you for the opportunity to answer this survey.	Job Analysis Survey: Rating Scales	Job Analysis Survey: Content Relevance	Job Analysis Survey: Thank You					
Field	203	I and my partners have difficulty in positioning myself to conduct SPOT observations due to the layout of my checkpoint. It would be nice for that to be considered for any revamping, rearranging, or the building of checkpoints.	Misc							

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Table BB-1. Qualitative Survey Data from Non-Managers (Continued)

Admin Type	UID	Comment	Category 1	Category 2	Category 3	Category 4	Category 5	Category 6	Category 7	Category 8
Field	207	Master and Expert BDOs perform exactly the same functions, yet are not in the same pay grade. I believe that all Master BDOs who have been on the job for a period of one year, and have performed at Exceeds or Role Model level should automatically be promoted to Expert level. (b)(3):49 U.S.C. § 114(r) (b)(3):49 U.S.C. § 114(r)	Other Security Operations: ADASP	Pay	Career Path					
Field	210	As a former TSO I am very impressed with the BDO program, we are (b)(3):49 U.S.C. § 114(r) (b)(3):49 U.S.C. § 114(r) Our SPOT training is invaluable for providing another layer of security for the traveling public.	SPOT Program: Satisfaction							
Field	211	Thank you for allowing me to participate in this survey. I look forward to the continued development of the TSA/BDO program. The entry level standards for getting into the program should be raised and I think some of the questions were on this track. We were set back from the beginning at our airport because of some of the officers that were allowed into the program that would not have made it had they been tracked properly before they applied for the program. Fortunately our program managers have been able to do the necessary paperwork that was not done prior to certain individuals getting into our program. Their effort has improved our BDO program significantly but the mistakes cost us two years of development since we first rolled out the BDO program. The program will move forward more quickly if we raise the bar sooner rather than later.	BDO Selection Criteria: Standards	Managing Under-performance	Job Analysis Survey: Thank You					

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Table BB-1. Qualitative Survey Data from Non-Managers (Continued)

Admin Type	UID	Comment	Category 1	Category 2	Category 3	Category 4	Category 5	Category 6	Category 7	Category 8
Field	215	Most of this survey was irrelevant. I think you will find that people lost interest because they spent an unnecessary amount of time answering questions that were common knowledge. If you want a real assessment about the factors influencing my job, (b)(3):49 U.S.C. § 114(r)	Other Security Operations: Playbook	SPOT Program Overall	Job Analysis Survey: Content Relevance					
Field	217	The assist cards are an important aspect to the BDO's function. The roles of G-bands should be made more clear with regard to F bands.	Tools/Equipment: SPOT Assist Cards	SPOT Program: Communication/ Info Dissemination						
Field	220	All BDO applicant need to meet the following requirements BEFORE they go through the BDO training: All applicants must pass the physical background requirements of standing on their feet for long periods of time. All applicants must have a background in security knowledge PRIOR of becoming a BDO. Basic knowledge of TDC identification must be a requirement PRIOR of becoming a BDO. If this criteria is meet, then advance the TSO into the BDO program.	BDO Selection Criteria: KSAOs/ Competencies							
Field	221	None	Job Analysis Survey: No Comment							

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Table BB-1. Qualitative Survey Data from Non-Managers (Continued)

Admin Type	UID	Comment	Category 1	Category 2	Category 3	Category 4	Category 5	Category 6	Category 7	Category 8
Field	222	The only comment I would like to make is that there doesn't seem to be priorities set for BDO's. (b)(3):49 U.S.C. § 114(r) (b)(3):49 U.S.C. § 114(r)	Other Security Operations: General	SPOT Program Overall						
Field	223	I think it is best not to comment at this point.	Job Analysis Survey: No Comment							
Field	224	I enjoyed taking this survey and feel that it asked pertinent questions regarding the abilities of a BDO. I also feel that the BDO Program would benefit from schedules that have all the RDOs consecutive. The hours of long standing and only having one day off then returning to work for a few days before you get two RDOs in row puts too much physical stress on people. Being given the opportunity to work overtime instead of a last minute decision to change your work days and RDOs so overtime does not have to be paid brings down morale and again causes undue stress on BDOs. This is particularly frustrating when the TSOs in your airport are not forced to work in this type of environment. It would also help if ETSOs work on the floor more than an hour or two per shift.	Work Conditions: Fatigue	Work Conditions: Schedule	Job Analysis Survey: Content Relevance	Job Analysis Survey: Thank You				
Field	225	I like to take this time to thank all SPOT personnel for giving me the opportunity to express my knowledge in this outstanding program. I've been an Expert Behavior Detection Officer since October 2006 and will continue to the best of my ability in providing the traveling public with professional security. I know that I've personally made a difference with the use of SPOT and look forward on continuing to providing this additional layer of security.	Work Conditions: Job Satisfaction	SPOT Program: Satisfaction	Job Analysis Survey: Thank You					
Field	227	(b)(3):49 U.S.C. § 114(r)	Additional Job Duties: IVCC	Additional Job Duties: TDC	SPOT Program Overall					

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**Table BB-1. Qualitative Survey Data from Non-Managers (Continued)**

Admin Type	UID	Comment	Category 1	Category 2	Category 3	Category 4	Category 5	Category 6	Category 7	Category 8
Field	231	This comment is in reference to question #5 under the tab 'Work Context'. While it is very important to repeat the same mental activities over and over, without stopping, to perform the job: (b)(3):49 U.S.C. § 114(r)  Under the tab 'Task Ratings' the 'Difficulty' category should read "How difficult is it to perform this task?" rather than "How difficult is it to learn to perform this task?" Also, I do not believe it is necessary to have a '4-Very important' or '5-Extremely important' and '4-Very difficult' or '5-Extremely difficult' options. There should only be 4 difficulty levels.	Work Conditions: Fatigue	Job Analysis Survey: Rating Scales						
Field	232	Creating and fostering healthy team environment is highly important to the morale of the all. All individuals should be treated equally and fairly without any repercussions. Individuals are to be held accountable for all actions within the program and should not be treated unjustly or with favoritism.	SPOT Program Overall	SPOT Program: Improved Relationships						
Field	235	I truly love what I do. I know that it is a very important part of our (TSA's) layered approach. I feel that an effective way needs to be developed to remove BDOs from the program that doesn't measure up to the specific tasks required of us. Also, more care needs to go into the selection of BDO candidates to insure that only those who truly want to do the job get the job.	Work Conditions: Job Satisfaction	BDO Selection Criteria: Standards	SPOT Program: Satisfaction	Managing Under-performance				
Field	236	No comments.	Job Analysis Survey: No Comment							
Field	237	Thank You	Job Analysis Survey: Thank You							
Field	238	Standing all day is the only concern, as a BDO I can feel physical strains on my legs and ligaments through a work week.	Work Conditions: Fatigue							

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**Table BB-1. Qualitative Survey Data from Non-Managers (Continued)**

Admin Type	UID	Comment	Category 1	Category 2	Category 3	Category 4	Category 5	Category 6	Category 7	Category 8
Field	240	I feel that it would be beneficial to the BDO if BDOs get an opportunity to work at other airports. It would give BDOs the opportunity to use their skill in different environments, prevent them from becoming complacent.	Additional Training: General							
Field	242	Answer selections for Task Ratings, under Duty C (#s 31 - 63), Duty D (#s 64 - 73) and Duty E (3s 75 - 77) should reflect more realistic time variables, e.g. "as needed". Specifically, these rating choices do not take into account that these particular duties MIGHT be performed multiple times in any given BDO shift, but also may not occur for weeks at a time as regards the amount of SPOT and/or LEO referrals that occur during any given work period. As regards survey answers #s 95 & 96 about TDC and IVCC workloads, our airport has discontinued assigning these duties to BDO's during their normal shift hours, but they had occurred, sometimes often (IVCC) and/or even daily (TDC) in the past 12 months before these latest directives were issued.	Additional Job Duties: IVCC	Additional Job Duties: TDC	Job Analysis Survey: Rating Scales					
Field	243	Completing this survey was a little difficult because I had to read into the questions. Such as: is the task difficult for me personally? Or would it be difficult for the average person just stepping in and learning the task. I find performing the tasks fairly easy but I have been performing these duties for a few years now - they were difficult to grasp a hold of and own in the beginning.	Job Analysis Survey: Rating Scales							

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Table BB-1. Qualitative Survey Data from Non-Managers (Continued)

Admin Type	UID	Comment	Category 1	Category 2	Category 3	Category 4	Category 5	Category 6	Category 7	Category 8
Field	246	<p>This survey is amusing. You question how important it is to have honesty, integrity and "Cultural Sensitivity" but I see just the opposite on a daily basis. I've seen BDO managers lie to cover up their mistakes, pass the buck when the job became too difficult for them to handle, and make questionable decisions based on the way someone looks i.e. cute, Asian, Black, etc. Our so called "leaders" are actively participating in infidelity and get promoted as a quick fix to remove them from the problems they've caused. These are the same "leaders" whose only qualifications for their positions consist of nepotism and attractiveness. How can you expect to have cultural sensitivity when these same leaders are so prejudiced? They are quick to ask "Was he Somali or Egyptian?" when speaking about an airport employee who comes into question; as if these are the only races out to cause harm in the airport or in the skies. Have you listened to the news lately?</p> <p>What's worse is I've heard a BDO manager refer to passengers as "towel heads" when speaking in a meeting with other management AND his subordinates. When I reported it, I was told that was to be expected of him, and not to let his comments affect my job function. How can I not let that effect my job function when my coworkers think like he does and are profiling and using his exact terminology? It's no wonder the general public sees BDO's as profilers. They've probably heard some of these comments for themselves.</p> <p>How can this program move forward effectively with this type of biased "leadership"? I believe it is these concerns that are difficult, not the job itself.</p>	SPOT Program Overall							
Field	247	<p>I enjoy the job as BDO as a whole but I feel the job has become increasingly less effective here at my airport. (b)(3):49 U.S.C. § 114(r)</p> <p>(b)(3):49 U.S.C. § 114(r) In my opinion our upper management would be all the more happy if the program went away and that's sad to know that you're thought of in that light. (b)(3):49 U.S.C. § 114(r)</p> <p>(b)(3):49 U.S.C. § 114(r) I was a LTSO before becoming a BDO and I am starting to wonder if I made a bad choice. There is no upper movement in the program and I think that's the way upper management wants to keep it.</p>	(b)(3):49 U.S.C. § 114(r)	Work Conditions: Job Satisfaction	SPOT Program Leadership: Mgmt Support	Career Path				

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**Table BB-1. Qualitative Survey Data from Non-Managers (Continued)**

Admin Type	UID	Comment	Category 1	Category 2	Category 3	Category 4	Category 5	Category 6	Category 7	Category 8
Field	249	I truly believe that the BDO program, at its inception, was an excellent tool in TSA's mission to safeguard the traveling public. Originally the program was much more effective. I feel that almost all of the changes that have been made to the program have done much to undermine the basic foundations that the program was built upon. Some of the tools and processes used by BDOs have been taken away. The behavior cards were an invaluable tool. When these cards were taken, it became more difficult to do the job. During BDO training the instructors impressed upon us the importance of looking over the cards at the beginning of the shift as a refresher. The cards are missed, not only by myself, but everyone that I have talked to. Also the inability to assess points during an IVCC call has been detrimental. I feel that the program was much more effective before these changes were made. I would also like to see more BDO specific training on the OLC.	Tools/Equipment: SPOT Assist Cards	Additional Job Duties: IVCC	Additional Training: OLC	SPOT Program: Satisfaction				
Field	251	There is a great lack of opportunity for advancement in the BDO field. This has a large impact on morale and retention.	Career Path							
Field	252	N/A	Job Analysis Survey: No Comment							
Field	255	(b)(3):49 U.S.C. § 114(r)	Other Security Operations: Playbook	SPOT Program Overall						

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Table BB-1. Qualitative Survey Data from Non-Managers (Continued)

Admin Type	UID	Comment	Category 1	Category 2	Category 3	Category 4	Category 5	Category 6	Category 7	Category 8
Field	256	Thank you for the opportunity to comment about the BDO program. Current BDOs should have more opportunities to be heard. The fact that I work at a Cat -- airport made it difficult to answer some of the questions well. There are days when we have several "pulls" and weeks when we have none. The SPOT referrals seem to come in groups. I believe that it was a mistake to take the green cards from the BDOs. I used mine everyday to review the behaviors in order to stay sharp. (b)(3):49 U.S.C. § 114(r) (b)(3) I always found it interesting and informative to see what the BDOs were seeing at airports that sent and received people from my airport. This helped me to know what to be on the lookout for at my own airport. (b)(3):49 U.S.C. § 114(r) (b)(3):49 U.S.C. § 114(r)	Tools/Equipment: SPOT Assist Cards	Additional Job Duties: IVCC	Initial Training Refresher: General	SPOT Program: Communication/ Info Dissemination	Job Analysis Survey: Rating Scales	Job Analysis Survey: Thank You		
Field	258	Survey needs to be simplified in the future. Too long and complicated.	Job Analysis Survey: Format/Design							
Field	262	Greater need for Team Building; Selection and promotion process is ill defined and seems bias; career path is unclear.	BDO Selection Criteria: Process	SPOT Program: Improved Relationships	Career Path					
Field	270	BDOs need more recurrent and ongoing training. BDOs also need more engagement with passengers.	Initial Training Refresher: General	Additional Training: General	SPOT Program Overall					
Field	276	I have been in the BDO program for almost 3 years. I have experienced a lot of change in the program. My main concern is that this survey did not include the way that our upper chain of command does not know how to utilize our skills. I.e. They still put us on TDC and we have to rush to get the ref hours made up.	Other Security Operations: Playbook	Additional Job Duties: TDC	SPOT Program Overall					
Field	280	n/a	Job Analysis Survey: No Comment							

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Table BB-1. Qualitative Survey Data from Non-Managers (Continued)

Admin Type	UID	Comment	Category 1	Category 2	Category 3	Category 4	Category 5	Category 6	Category 7	Category 8
Field	283	(b)(3):49 U.S.C. § 114(r)	Other Security Operations: General							
Field	285	I believe that a baseline needs to be set for our job. Many joined but fail to meet the requirements. Many cannot work unsupervised, many complain when asked to carry out identified task of job description. Integrity and Honesty are characteristics that some BDO's are lacking. Some have seemed to fall in the ranks of TSO's and are just collecting a paycheck. There is no emphasis for thinking outside the box. Local Leadership does not trust many in their local units therefore put many accountability hurdles in the way of BDO's who could make a difference. The integrity and standards of the program has been compromised by lazy workers.	BDO Selection Criteria: Standards	BDO Selection Criteria: KSAOs/ Competencies	SPOT Program Leadership: Mgmt Support	SPOT Program: Satisfaction				
Field	286	Where the frequencies of referrals should not dimension the importance of our position. We add a lot of sets of eyes to that gut feeling.	SPOT Program Overall							
Field	288	The BDO program has gained a lot of attention worldwide. I feel that this program is a necessity, and I can only hope that it will continue for many more years to come. Before I took this job, my goal was to protect our traveling public, and to make it safer for all families abroad. Training is very important, because there are still loop holes that need to be addressed. If I can be of further assistance to you, please feel free to let me know. Thank you.	Initial Training	SPOT Program: Satisfaction	Job Analysis Survey: Thank You					
Field	290	Besides our brain and ability to disseminate information our feet are just as important. An additional stipend for shoes may be an idea to consider? (VF Solutions)	Tools/Equipment: Shoes	BDO Selection Criteria: KSAOs/ Competencies						

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**Table BB-1. Qualitative Survey Data from Non-Managers (Continued)**

Admin Type	UID	Comment	Category 1	Category 2	Category 3	Category 4	Category 5	Category 6	Category 7	Category 8
Field	292	We now have a full complement of STSM's at my duty station (4 H-band, 2 I-band), however, employee daily assignments and time and attendance are still being handled by uniformed employees. These positions were to be rotated approximately every six months; however the same individuals are still performing these functions for over a year. This frequently results in their not being assigned to the duty roster or leaving their assignments early to perform these "other functions." We are also performing PCO operations at our location, but not everyone in the BDO program have been asked to participate in this assignment. It appears to be very "hit or miss" as to how management determines individuals for these assignments. Our assignment scheduling is limited to signing in each day and finding out where you are assigned for that day, which is extremely limiting as far as preplanning each day (bring my lunch, buy my lunch, will I need a light, heavy or any coat...etc). This situation does not foster a positive work environment and continues to provide for low employee morale.	Expanded Authority: Supervisory-type Responsibilities	Work Conditions: Schedule	SPOT Program Leadership: Mgmt Support					
Field	295	The survey was long overdue. The SPOT program has come a long way since its creation but I feel with the rapid growth of the program has come some short falls such as low quality new hires and managers. I feel the SPOT program does not give enough recognition and appreciation for the hard work BDOs do on a daily basis. I have seen the moral in the BDO program at my airport diminish a great deal over time, something must be done to correct this! Furthermore the lack of recurrent/refresher training weakens the program a great deal.	Work Conditions: Job Satisfaction	BDO Selection Criteria: Standards	Initial Training Refresher: General	SPOT Program Leadership: Manager Background	SPOT Program: Satisfaction	Job Analysis Survey: Thank You		
Field	297	I ran out of time before I finished the KSAO's.	Job Analysis Survey: Format/Design							

**Sensitive Security Information (SSI)**

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**Table BB-1. Qualitative Survey Data from Non-Managers (Continued)**

Admin Type	UID	Comment	Category 1	Category 2	Category 3	Category 4	Category 5	Category 6	Category 7	Category 8
Field	298	I feel that the effectiveness to communicate is very, very poor. Our cell phone were taken away from our BDO Program. (b)(3):49 U.S.C. § 114(r) (b)(3):49 U.S.C. § 114 When working as PCO it is hard to blend or be undercover, when you have large radio and earpiece devices which cannot be hidden. Winter months are not so terrible, due to jackets being worn, but it is almost impossible to wear jacket in the summer months. Therefore the radios are left exposed to be noticed by the public. When the BDO program first started up, it was said that after Master BDO's had worked as an F-band for 1 full year, a promotion for G-band was automatic. Now it is being said that there are no promotions for the F-band, however the G-band could apply for H-band. So does this mean that you will always be an F-band???? This is a technical track position and no one seems to know how the technical track advance or how the technical track differ. Spot sheets print is very, very small, apparently who ever generated them did not use the appropriate format, this make it very difficult to get them filled out accurately and in a timely matter. From the FSD on down, seem not to put importance (show no interest) to the entire program.	Tools/Equipment: Phones/Radios	SPOT Program Overall	SPOT Program Leadership: Mgmt Support	Career Path				
Field	299	I would like to see a higher standard of hiring. BDO's should also be given the necessary tools to perform their duties in a manner where they do not have to rely on other entities to do a simple task, the BDO's should be able to access a situation and act upon it independently, they can also use additional training and accessibility to various data bases, which are widely used by all first responders and law enforcement agencies.	Expanded Authority: LEO-type Responsibilities	BDO Selection Criteria: Standards	Additional Training: General					
Field	300	I could not start the survey until my manager entered the national password. Why invite if I am not allowed to enter.	Job Analysis Survey: Format/Design							

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**Table BB-2. Qualitative Survey Data from Managers**

Admin Type	UID	Comment	Category 1	Category 2	Category 3	Category 4	Category 5	Category 6	Category 7	Category 8
Field	1	This was sent to me as a SPOT TSM, and the questions seemed more relevant to a BDO. I attempted to answer the questions from my perspective of working the floor as required with the BDO's. Some questions that related to notifying the STSM etc, are difficult to answer if applied to one self, so I answered as I believed BDO's working at this airport would have responded.	Job Analysis Survey: Content Relevance							
Field	3	The BDO program needs to evaluate its potential employees at a higher level than the regular screening officer. The amount of interaction with the flying public and airport employees that is required by BDOs is enormous to the outcome of the position. This needs to be a group of self motivated individuals with an excellent work ethic. There needs to be an extended mentoring period after the initial training to insure the candidate is able to perform up to standards. The promotion to BDO needs to be delayed until the favorable completion of the mentoring phase and evaluation by STSM. The program needs to take into consideration a shift to a management path so the BDO program will be more enticing to someone with all the skills we want. Without promotional opportunities the BDO program will be limited to those who just want to get away from screening. It is extremely hard to keep training someone to fill your position when the career path does not allow promotion to that level. The candidates have to bring that skill set to the program from outside to be considered for a Managers position. The current path also makes it extremely difficult to establish a hierarchy when no one under you has any leadership authority.	BDO Selection Criteria: Standards	BDO Selection Criteria: KSAOs/ Competencies	Performance Management: Probationary Period/ Mentoring	Career Path				
Field	5	BDOs need a better career ladder. Also need to make G Bands a supervisory position.	Expanded Authority: Supervisory-type Responsibilities	Career Path						
Field	13	This program should be under the AFSD-LE position, not screening. Senior staff of screening do not buy into the program, there is minimal support. We need to pace ourselves better. There are too many changes and training added without the correct time to complete them.	SPOT Program: Overall	SPOT Program Leadership: Mgmt Support	SPOT Program: Structure					

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**Table BB-2. Qualitative Survey Data from Managers (Continued)**

Admin Type	UID	Comment	Category 1	Category 2	Category 3	Category 4	Category 5	Category 6	Category 7	Category 8
Field	23	I believe there needs to be a probationary period for BDO's. In addition, there should be a Supervisory G-Band position.	Expanded Authority: Supervisory-type Responsibilities	Performance Management: Probationary Period/ Mentoring						
Field	31	<p>Unfortunately, I believe we have hired some outstanding workers that are not suited to BDO work. Prospective BDOs need to know what they are getting into and we need to know that they have the skills to do the job. Last year we had 4 baggage employees on our BDO list to be interviewed. I took the 4 of them upstairs to the checkpoint to give them an idea of what we do. Once they realized that we had to talk to the people to resolve the observed behaviors, all four dropped out of the interview. People that don't possess the ability to chat with just about anyone; have a difficult time conducting CC. Several BDOs have surprised me because they were terrific checkpoint/baggage employees but struggle at BDO work. I believe this survey is being done to improve the BDO hiring process and I believe that this is vitally important. Most of the attributes required of a good BDO need to be present in the employee before they are sent to training. Integrity and the ability to work without much supervision are extremely important and should hold a great deal of weight when selecting personnel. I believe BDO work is the future of airport screening and BDOs should be financially rewarded. Many BDOs that have been working for about 2 years, hired on with the vacancy announcement stating they would be promoted, non-competitively, to G Bands after 6 months of successful work. This changed in 2008 and left many employees with no options. I also believe that the STSMs in the field are left with minimal options of what to do with employees not carrying their weight. We need outstanding employees that are self motivated and can work on their own. Some employees become BDOs because they think we stand around all day or simply to get out of doing a</p> <p>(b)(3):49 U.S.C. § 114(r)</p> <p>(b)(3):49 U.S.C. § 114(r) We have had success at removing BDOs that were poor performers but it was a more difficult task than would have been done at the checkpoint. (b)(3):49 U.S.C. § 114(r)</p> <p>(b)(3):49 U.S.C. § 114(r)</p>	BDO Selection Criteria: KSAOs/ Competencies	BDO Selection: Process	(b)(3):49 U.S.C. § 114(r)	SPOT Program: Satisfaction	Pay	Career Path	Managing Under-performance	

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Table BB-2. Qualitative Survey Data from Managers (Continued)

Admin Type	UID	Comment	Category 1	Category 2	Category 3	Category 4	Category 5	Category 6	Category 7	Category 8
Field	55	(b)(3):49 U.S.C. § 114(r)	Job Analysis Survey: Rating Scales	Job Analysis Survey: Content Relevance						
Field	69	A notes box after the Task ratings would have been beneficial to explain in better detail why things work or don't work accordingly with the answer.	Job Analysis Survey: Format/Design							
Field	108	It's my experience as a previous trainer that a large percentage of those with prior law enforcement experience, or those with psychology degrees struggle the most with learning and applying the SPOT program. These are not areas of experience that I would include in a job announcement for SPOT.	BDO Selection Criteria: Background/ Experience							
Field	113	None	Job Analysis Survey: No Comment							
Field	118	I would like to comment about the section that referenced to "selecting best potential BDOs" and want to add how important that is. I believe the BDO position requires unique individuals. I think in the event, let's say an airport picked the wrong officer for a BDO position that trainers be trained and required to make those hard decisions to not let an officer pass BDO training unless they meet the very highest of standard. I believe as we build from there our BDO program will continue to evolve as a strong government program.	BDO Selection Criteria: Standards	SPOT Program: Satisfaction						

**Table BB-2. Qualitative Survey Data from Managers (Continued)**

Admin Type	UID	Comment	Category 1	Category 2	Category 3	Category 4	Category 5	Category 6	Category 7	Category 8
Field	143	(b)(3):49 U.S.C. § 114(r) do not promote the Officer into the SPOT program until the STSM signs off. HQ needs to get more direct communication from the field.	BDO Selection: Process	Initial Training	SPOT Program: Communication/Info Dissemination					
Field	148	Some of my answers specifically addressed working with one of my officers who does the bag searches (b)(3):49 U.S.C. § 114(r) (b)(3). I also used NA for acting or designee as I am a STSM and that is my regular job.	Job Analysis Survey: Rating Scales	Job Analysis Survey: Content Relevance						
Field	164	None	Job Analysis Survey: No Comment							
Field	189	I am a SPOT TSM, which is why I marked NA in some of the fields. Our Coordination Center enters all information in PARIS and we only just started to run our Score Sheets through PMIS; all other PMIS entries are made by the Coordination Center.	SPOT Program: Overall	Job Analysis Survey: Content Relevance						
Field	191	The survey was very long.	Job Analysis Survey: Format/Design							
Field	200	Thanks. . . .	Job Analysis Survey: Thank You							
Field	233	To be a professional organization you must get out and get the BEST people available, and train them to be BETTER.	BDO Selection Criteria: Standards	Initial Training						
Field	250	It has been my perception that the current hiring process does not explore abilities as well as it should. There should be a way to screen prospects more effectively. MMPI anyone?	BDO Selection: Process							

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**Table BB-2. Qualitative Survey Data from Managers (Continued)**

Admin Type	UID	Comment	Category 1	Category 2	Category 3	Category 4	Category 5	Category 6	Category 7	Category 8
Field	259	I appreciate the opportunity to participate by responding to this survey. This demonstrates TSA's BDO program is allowing communication to flow in both directions to support the mission. I would like to point out that my answers had nothing to do with my gender or race, so that part of the survey may need to be examined. From a STSM's standpoint, I would like to recommend that focus on SPOT should be center stage and that a re-evaluation of REFS needs to take place. The re-screening of passengers is pre-empting the areas that offer much softer targets. One last thought involves the need for "chain of command." Initially the G-band and F-band being considered the same except for the mentoring issue was valid at the beginning of the BDO program. As the program has grown, there seems to be a great need to establish "chain of command". G-bands need to be utilized more efficiently beyond mentoring to better support the mission.	Other Security Operations: Playbook	Expanded Authority: Supervisory-type Responsibilities	SPOT Program: Communication/ Info Dissemination	Job Analysis Survey: Thank You				
Field	260	There are many job duties that I identified in the survey as important that the new BDOs be trained on before they complete their "initial" training. This would necessarily lengthen the initial training, or create a training after the initial "certification assessment" for each candidate. That is because from the moment they step out on the floor, they need to be properly equipped with the knowledge and skills involved with the successful execution of their jobs, from the casual conversation, through a LEO referral, and on through the report writing. Mentorship and additional training should be provided by the SMEs, but the officer should have the tools at his/her disposal from the first day after being trained. The "OJT" currently is part of the certification training and is minimal.	Initial Training	Additional Training: General	Performance Management: Probationary Period/ Mentoring					

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## Appendix CC: Linkage Exercise Workshops: Participant Summary

CC-1

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## LINKAGE EXERCISE WORKSHOPS: PARTICIPANT SUMMARY

Table CC-1. Linkage Workshop Participant Summary

Job Title	Airport	Qualification(s)
<b>Workshop 1 Participants: May 10-11, 2010</b>		
STSM	BOS	One of the original BDOs; now a Manager
	CLE	Manager at CLE
	CVG	Manager at CVG
	DEN	Manager at DEN
	HOU	Manager at HOU
	LAX	Senior Manager for LAX
	MCO	Manager at MCO
	MDW	Manager at MDW
	OAK	Manager at OAK
	PHL	Manager at PHL
BDO	BOS	National Deployment Officer, has trained BDOs at multiple airports in Decision Gates (DG), and has mentored BDOs for Validation Study
	BWI	Deployment team and training mentor for DG
	CMH	Deployment team and training mentor for DG
	HNL	One of two participants from HNL; the other is a manager. Due to HNL's high accuracy statistics, it's important to gather as much information as possible from them.
	IAD	Recommended by SPOT training coordinator and IAD management
	KOA	Data Collection Coordinator (DCC) for Validation Study; informal leader for KOA, which does not have a dedicated STSM
	MEM	DCC for Validation Study; DG deployment team; highly recommended for skills in passenger engagement and walk the line
	MSP	Informal leader and mentor for DG
	PDX	Usually detailed as an acting STSM; DCC for Validation Study

CC-2

<p style="font-size: small; margin: 0;">WARNING: THIS RECORD CONTAINS SENSITIVE SECURITY INFORMATION THAT IS CONTROLLED UNDER 49 C.F.R. PARTS 15 AND 1520. NO PART OF THIS RECORD MAY BE DISCLOSED TO PERSONS WITHOUT A "NEED TO KNOW," AS DEFINED IN 49 C.F.R. PARTS 15 AND 1520, EXCEPT WITH THE WRITTEN PERMISSION OF THE ADMINISTRATOR OF THE TRANSPORTATION SECURITY ADMINISTRATION OR THE SECRETARY OF TRANSPORTATION. UNAUTHORIZED RELEASE MAY RESULT IN CIVIL PENALTIES OR OTHER ACTION. FOR U.S. GOVERNMENT AGENCIES, PUBLIC DISCLOSURE GOVERNED BY 5 U.S.C. 552 AND 49 C.F.R. PARTS 15 AND 1520.</p>
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**Table CC-1. Linkage Workshop Participant Summary (Continued)**

Job Title	Airport Code	Qualification
<b>Workshop 1 Participants: May 10-11, 2010 (Continued)</b>		
BDO	PVD	BDO from one of the original 3 airports; recommended by program office SMEs
	SEA	BDO Trainer
	SLC	BDO Trainer
	TPA	Spoke airport representation MGR is located in TPA; she is from St. Petersburg
<b>Workshop 2 Participants: May 12-13, 2010</b>		
STSM	BUF	Manager at BUF
	CHS	Manager at CHS
	HNL	Manager at HNL
	LAX	Manager at LAX
	LAX	Manager at LAX
	LIH	Manager at LIH
	MSP	Manager at MSP
	PIT	Manager at PIT
	SEA	Manager at SEA
	SDF	Manager at SDF
NTT	MIA	BDO Trainer
	MDW	BDO Trainer
	PWM	BDO Trainer
BDO	BOS	Informal leader and used by BOS management to mentor new BDOs and develop them into professionals; works in BDO Coordination Center
	MCO	DG deployment team; DCC for Validation Study
	MEM	DG pilot team and mentor/trainer for BDOs
	PHX	DCC for Validation Study
	PIT	DCC for Validation Study and DG deployment team BDO mentor
	PVD	Former BDO Trainer

CC-3

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## Appendix DD: Linkage Exercise Workshops: Represented Airports

DD-1

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## LINKAGE EXERCISE WORKSHOPS: REPRESENTED AIRPORTS

Table DD-1. Airports Represented in Linkage Workshop Sample

Airport Code	Airport Name	n	Percent
BOS	Logan International Airport	3	7.1
BUF	Buffalo Niagara International Airport	1	2.4
BWI	Baltimore/Washington International Thurgood Marshall Airport	1	2.4
CHS	Charleston International Airport, AFB Municipal Airport	1	2.4
CLE	Hopkins International Airport	1	2.4
CMH	Port Columbus International Airport	1	2.4
CVG	Cincinnati/Northern Kentucky International Airport	1	2.4
DEN	Denver International Airport	1	2.4
HNL	Honolulu International Airport	2	4.8
HOU	William P Hobby Airport	1	2.4
IAD	Washington Dulles International Airport	1	2.4
KOA	Kona International Airport	1	2.4
LAX	Los Angeles International Airport	3	7.1
LIH	Lihue Airport	1	2.4
MCO	Orlando International Airport	2	4.8
MDW	Chicago Midway International Airport	1	2.4
MEM	Memphis International Airport	2	4.8
MIA	Miami International Airport	1	2.4
MSP	Minneapolis - St. Paul International Airport	2	4.8
OAK	Oakland International Airport	1	2.4
PDX	Portland International Airport	1	2.4
PHL	Philadelphia International Airport	1	2.4
PHX	Sky Harbor International Airport	1	2.4
PIT	Pittsburgh International Airport	2	4.8
PVD	Theodore Francis Green International Airport	2	4.8
PWM	Portland International Jetport Airport	1	2.4
SDF	Louisville International (Standiford Field) Airport	1	2.4
SEA	Seattle-Tacoma International Airport	2	4.8
SLC	Salt Lake City International Airport	1	2.4
SRQ	Sarasota-Bradenton Airport	1	2.4

DD-2

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## Appendix EE: Linkage Exercise Workshops: Information Packet

EE-1

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# JOB ANALYSIS LINKAGE EXERCISE WORKSHOP: INFORMATION PACKET

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Prepared by:  
American Institutes for Research  
1025 Thomas Jefferson St., NW  
Washington, DC 20007-3835  
Conference Room 315

Prepared for:  
U.S. Research Naval Laboratory  
Under Contract  
N0017307C-2011

Sponsored by U.S. Department of Homeland Security  
Science and Technology Directorate

EE-2

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## Workshop Sign-in Process (Day One)

### Overview

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The Linkage Exercise Workshop will be held at AIR's 1025 Thomas Jefferson St., NW office building, in conference room 315. Before the workshop begins, SMEs will need to sign-in with security at AIR's 1000 Thomas Jefferson St., NW office building and then walk to conference room 315 in 1025 Thomas Jefferson St., NW (across the street). *The conference room is located beyond a locked door.*

AIR representatives will meet workshop attendees staying at the Georgetown Suites in the lobby of their hotel at 7:15 a.m. to walk them to security and then to the conference room. Detailed instructions and directions for anyone who chooses not to walk over with the group from Georgetown Suites (or for anyone running late) can be found on page 4 of this packet.

Attendees staying in the Hotel Monticello can meet this group in the lobby of 1000 Thomas Jefferson St., NW at 7:20 a.m. to sign-in with security. The Hotel Monticello is located just up the street from the 1000 Thomas Jefferson St., NW AIR building, at 1025 Thomas Jefferson St., NW (see page 7 for walking directions).

We will follow the schedule below on morning.

EE-3

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**7:15 a.m. \*\*Optional (but recommended):**

Attendees staying at Georgetown Suites will meet in the lobby at 7:15 a.m. to walk over to AIR building with AIR representatives.  
Attendees staying at the Hotel Monticello will walk down from their hotel to meet up with the group in the lobby of 1000 Thomas Jefferson St., NW.

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**7:20 a.m. Sign-in with Security at 1000 Thomas Jefferson St., NW**

**Workshop attendees will provide security with their full name and receive a visitor pass (no ID will be required).**

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**7:25 a.m. Walk across the street to building 1025 Thomas Jefferson St., NW to conference room 315**

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Detailed instructions and directions for signing-in with security at 1000 Thomas Jefferson St., NW & walking to conference room 315 at 1025 Thomas Jefferson St., NW

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**Start at Georgetown Suites, 1111 30th Street NW, Washington, DC 20007**

1. Walk out of the lobby, through the hotel courtyard, and head **left** (south) on 30th St. (56 ft).  
Note: *Construction* on 30<sup>th</sup> St. will be in front of you.
2. Turn **right** at the construction onto Chesapeake & Ohio Canal National Historic Park (285 ft). The Canal should be on your left as you walk across.
3. Turn **left** at the bridge onto Thomas Jefferson St., NW. (446 ft). Note: here is a good place to cross the street.
4. AIR's 1000 TJ Office will be on the **right** at the end of the street, just past the "colonial parking" sign hanging above.

EE-4

~~Sensitive Security Information (SSI)~~

**Stop at 1000 Thomas Jefferson St. NW, Washington, DC 20007 to sign-in with security**

5. Walk up the stairs and go through the glass doors on the **left** to enter the building.
6. Sign-in with the security guard seated at the desk to the right. To sign-in, simply provide your full name to the security guard and pick up a visitor pass (no ID required).

**Head to Conference Room 315, 1025 Thomas Jefferson St NW, Washington, DC 20007**

7. Take a **right** out of the building and **cross** the street. Head **left** (north) up Thomas Jefferson St. (only a few steps); the 1025 Thomas Jefferson St., NW office building will be on your right (behind a few brick pillars).
8. Walk through the glass entrance doors of the West Lobby and out into the courtyard through the second set of glass doors.
9. Walk across the courtyard into the East Lobby (through another set of glass doors). Take the elevators in front of you to the **third floor**.
10. The conference room is located beyond the glass doors that are directly opposite the elevators. This door will be locked. If there is no AIR representative waiting at the door to let you in, please call **(202)-403-6718** (the conference room number) to request that someone come let you in.
11. Conference room 315 is all the way at the end of the corridor (signs will be posted).

EE-5

~~Sensitive Security Information (SSI)~~

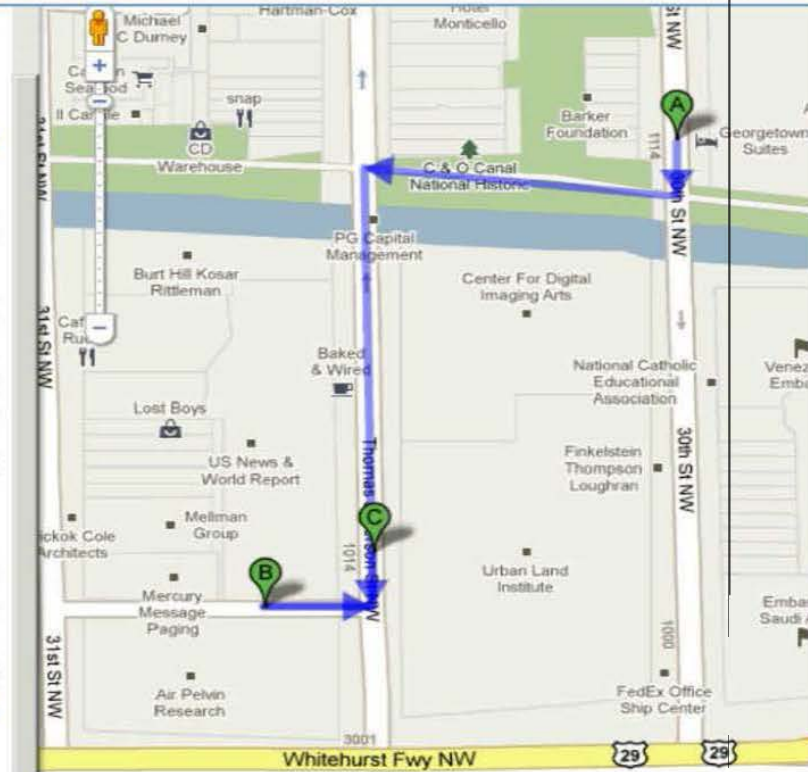
WARNING: THIS RECORD CONTAINS SENSITIVE SECURITY INFORMATION THAT IS CONTROLLED UNDER 49 C.F.R. PARTS 15 AND 1520. NO PART OF THIS RECORD MAY BE DISCLOSED TO PERSONS WITHOUT A "NEED TO KNOW," AS DEFINED IN 49 C.F.R. PARTS 15 AND 1520, EXCEPT WITH THE WRITTEN PERMISSION OF THE ADMINISTRATOR OF THE TRANSPORTATION SECURITY ADMINISTRATION OR THE SECRETARY OF TRANSPORTATION. UNAUTHORIZED RELEASE MAY RESULT IN CIVIL PENALTIES OR OTHER ACTION, FOR U.S. GOVERNMENT AGENCIES, PUBLIC DISCLOSURE GOVERNED BY 5 U.S.C. 552 AND 49 C.F.R. PARTS 15 AND 1520.

MAP OF WALKING DIRECTIONS TO AIR FROM GEORGETOWN SUITES

Georgetown Suites to 1000 Thomas Jefferson St., NW, to 1025 Thomas Jefferson St., NW

**Walking directions to 1025 Thomas Jefferson St NW, Washington, DC 20007**  
0.2 mi – about 3 mins

- A** Georgetown Suites  
1111 30th Street Northwest  
Washington, DC 20007-3722
- 1. Head **south** on **30th St NW** toward **Chesapeake & Ohio Canal National Historic Park** 56 ft
- 2. Turn **right** at **Chesapeake & Ohio Canal National Historic Park** 285 ft
- 3. Turn **left** at **Thomas Jefferson St NW** 446 ft
- 4. Turn **right** 98 ft
- 0.2 mi – about 3 mins
- B** 1000 Thomas Jefferson St NW  
Washington, DC 20007
- 5. Head **east** toward **Thomas Jefferson St NW** 98 ft
- 6. Turn **left** at **Thomas Jefferson St NW** 56 ft  
Destination will be on the right
- 154 ft
- C** 1025 Thomas Jefferson St NW  
Washington, DC 20007



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## Map of Walking Directions Back to Georgetown Suites from AIR

1025 Thomas Jefferson St., NW to Georgetown Suites

**A** 1025 Thomas Jefferson Street Northwest, Washington, DC 20007

**B** 1111 30th Street Northwest, Washington, DC 20007

[Add Destination - Show options](#)

Walking

**Also available:** [By car](#)

**Walking directions are in beta.**  
Use caution – This route may be missing sidewalks or pedestrian paths.

**Walking directions to Georgetown Suites**  
0.1 mi – about 2 mins

**A** 1025 Thomas Jefferson St NW  
Washington, DC 20007

1. Head **north** on **Thomas Jefferson St NW** toward **Chesapeake & Ohio Canal National Historic Park** 390 ft
2. Turn **right** at **Chesapeake & Ohio Canal National Historic Park** 285 ft
3. Turn **left** at **30th St NW** 56 ft  
Destination will be on the right

**B** Georgetown Suites  
1111 30th Street Northwest  
Washington, DC 20007-3722

**Sponsored Links**

**Georgetown Suites**  
Stay Just 1-Mi from **Georgetown** in the Heart of DC. Book Now & Save!  
[www.Hilton.com/Washington](http://www.Hilton.com/Washington)

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## Map of Walking Directions to AIR from Hotel Monticello

Hotel Monticello to 1000 Thomas Jefferson St., NW

Walking

Also available: [By car](#)

**Walking directions are in beta.**  
Use caution – This route may be missing sidewalks or pedestrian paths.

**Walking directions to 1000 Thomas Jefferson St NW, Washington, DC 20007**  
0.1 mi – about 2 mins

**A** Hotel Monticello  
1075 Thomas Jefferson Street Northwest  
Washington, DC 20007

1. Head **south** on **Thomas Jefferson St NW** toward **Chesapeake & Ohio Canal National Historic Park** 0.1 mi

2. Turn **right** 90 ft

**B** 1000 Thomas Jefferson St NW  
Washington, DC 20007

Sponsored Links  
[Be a Social Worker](#)  
An Online Human Services degree  
Opens up your job opportunities.  
[www.Phoenix-Human-Services.com](http://www.Phoenix-Human-Services.com)

These directions are for planning purposes only. You may find that construction projects, traffic, weather, or other events may cause conditions to differ from the map results, and you should plan your route accordingly. You must obey all signs or notices regarding your route.

Map data ©2010 Google, Sanborn

[Report a problem](#)

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## Map of Walking Directions Back to Hotel Monticello from AIR

1025 Thomas Jefferson St., NW to Hotel Monticello

**Walking directions are in beta.**  
Use caution – This route may be missing sidewalks or pedestrian paths.

**Walking directions to Hotel Monticello**  
0.1 mi – about 2 mins

**A** 1025 Thomas Jefferson St NW  
Washington, DC 20007

1. Head **north** on **Thomas Jefferson St NW** toward **Chesapeake & Ohio Canal National Historic Park** 0.1 mi  
Destination will be on the right

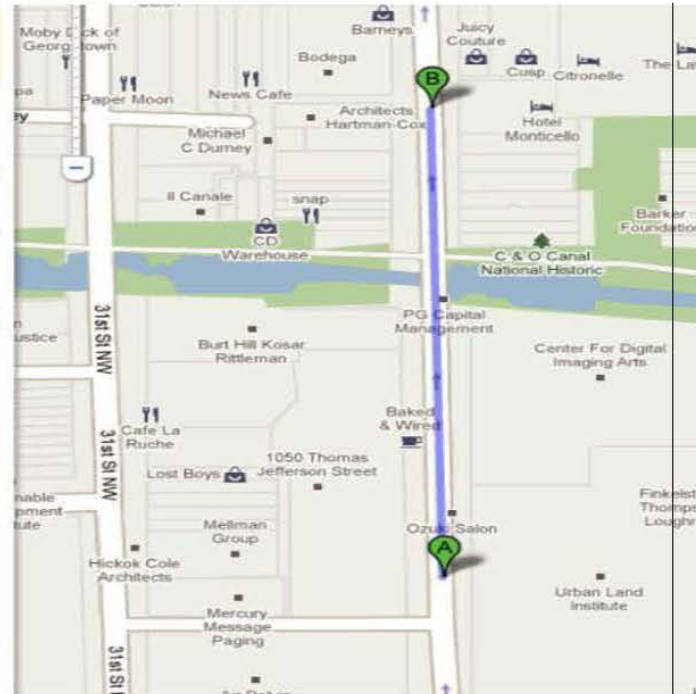
**B** Hotel Monticello  
1075 Thomas Jefferson Street Northwest  
Washington, DC 20007

**Sponsored Links**  
**Hotel Monticello**  
Photos, customer ratings & reviews.  
Save on D.C. hotels at Expedia.  
[www.Expedia.com](http://www.Expedia.com)

These directions are for planning purposes only. You may find that construction projects, traffic, weather, or other events may cause conditions to differ from the map results, and you should plan your route accordingly. You must obey all signs or notices regarding your route.

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EE-9

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**AGENDA**

**Job Analysis Linkage Exercise Workshop Day 1**

---

**Location: Room #315, 1025 Thomas Jefferson St., NW,  
Washington, DC 20007**

*\*Note: There is no cell phone reception in this meeting room*

---

<b>7:30 a.m. -8:00 a.m.</b>	<b>Workshop Begins: Introduction from TSA</b>
<b>8:00 a.m. – 10:00 a.m.</b>	<b>SME Linkage Rating Session</b>
<b>10:00 a.m. – 10:15 a.m.</b>	<b>Break</b>
<b>10:15 a.m. – 12:00 p.m.</b>	<b>SME Linkage Rating Session</b>
<b>Noon – 1:00 p.m.</b>	<b>Lunch</b>
<b>1:00 p.m. – 3:00 p.m.</b>	<b>SME Linkage Rating Session</b>
<b>3:00 p.m. – 3:15 p.m.</b>	<b>Break</b>
<b>3:15 p.m. – approx. 4:45 p.m.</b>	<b>SME Linkage Rating Session</b>
<b>Approx. 4:45 p.m. – 5:00 p.m.</b>	<b>Wrap-up</b>

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EE-10

**AGENDA**

**Job Analysis Linkage Exercise Workshop Day 2**

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**Location: Room #315, 1025 Thomas Jefferson St., NW,  
Washington, DC 20007**

**\*Note: There is no cell phone reception in this meeting room**

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<b>7:45 a.m. -7:55 a.m.</b>	<b>Sign-in with security at 1000 Thomas Jefferson St., NW</b>
<b>8:00 a.m. – 8:15 a.m.</b>	<b>Introduction &amp; Recap</b>
<b>8:15 a.m. – 10:00 a.m.</b>	<b>SME Linkage Rating Session</b>
<b>10:00 a.m. – 10:15 a.m.</b>	<b>Break</b>
<b>10:15 a.m. – 11:45 p.m.</b>	<b>SME Linkage Rating Session Additional Ratings (if time permits)</b>
<b>11:45 a.m. – 12:00 p.m.</b>	<b>Wrap-Up</b>

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EE-11

## MAP & DIRECTIONS TO AIR FROM LOCAL AIRPORTS

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### From Ronald Reagan International Airport

Approximate time: 10 minutes

- Merge onto George Washington Memorial Parkway N
- Take the exit on the left toward US-50 W / Memorial Bridge / Arlington Cemetery
- Enter next roundabout and take 1<sup>st</sup> exit onto Arlington Memorial Bridge
- Keep right at the fork to continue on Arlington Memorial Bridge
- Take the ramp toward Rock Creek Parkway / Kennedy Center
- Turn slight right onto Ohio Dr SW
- Take the E-Street ramp toward Roosevelt Bridge / Whitehurst Freeway
- Stay straight to go onto Potomac River Freeway North
- Take the ramp toward Rock Creek Parkway
- Turn right onto 27<sup>th</sup> St NW
- Turn left onto K St NW
- End at 1000 Thomas Jefferson NW

### From Dulles Airport

Approximate time: 36 minutes

- Merge onto Dulles Airport Access Rd
- Merge onto VA-267 E toward I-495 / Exit 18-19 / VA-123 / Baltimore / Richmond (Portions toll)
- Merge onto VA-123 N / Dolley Madison Blvd via Exit 19B toward McLean
- Take George Washington Memorial Parkway East Ramp
- Merge onto George Washington Memorial Parkway S / GW Parkway S
- Take US-29 N exit toward Key Bridge / Washington
- Turn slight right onto US-29 N / N Lynn St. Continue to follow US-29 (Crossing into DC)
- US-29 N becomes Francis Scott Key Bridge
- Turn Right onto M St NW
- Turn Right onto 31 St NW
- Turn Left onto K St NW
- End at 1000 Thomas Jefferson St NW

EE-12

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**From BWI Airport**

Approximate time: 48 minutes

- West on I-195
- Merge onto MD-295 via Exit 2B toward Washington
- Merge onto US-50 / New York Ave NE toward Washington (Crossing into DC)
- New York Ave NE becomes Mount Vernon Pl NW
- Mount Vernon Pl NW becomes Massachusetts Ave NW
- Enter next roundabout and take 4th exit onto Rhode Island Ave NW
- Turn slight right onto M St NW
- Turn left onto 29th St NW
- Turn right onto K St NW
- End at 1000 Thomas Jefferson NW

EE-13

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## PARKING INSTRUCTIONS

**AIR DC Offices in Georgetown, Washington, DC 20007, Telephone: 202-403-5000**  
**Parking for Visitors to Thomas Jefferson Street Locations**  
1000 Thomas Jefferson St., NW (main bldg) and 1025 Thomas Jefferson Street, NW, Suite 3  
East only

**Central Parking Garage, 3111 K Street, NW, Washington, DC 20007**  
**(Entrance on K Street just West of Georgetown Millennium Theatre entrance)**

This garage is in the block just west of the main AIR building (1000 Thomas Jefferson St., NW). Its entrance is adjacent to the Millennium Theatre entrance between Wisconsin Avenue and 31<sup>st</sup> Street on the north side of K Street. Taking Wisconsin Avenue south (to its end, whence you can see the Potomac) and turning left onto K Street, this will be the first garage you pass (immediately) on your left.

If you are traveling from downtown Washington or other points east, just take K Street westward into Georgetown, (past 27<sup>th</sup> Street and) under the elevated Whitehurst Freeway, almost to its very end, and you will see the entrance of this garage on your right after you cross 31<sup>st</sup> Street.

To walk to AIR's offices from this garage, proceed eastward on K Street (left as you emerge from the garage entrance), then make a left on Thomas Jefferson Street (up the hill, away from the river). Once you get to the alleyway that opens on your left (~20 yards from K Street) you'll see the brick steps to the entrance of 1000 Thomas Jefferson on your left and 1025 is across the street.

*Route 29, Whitehurst Freeway, is elevated above K Street west of 27<sup>th</sup> Street.*



EE-14

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~~Sensitive Security Information (SSI)~~

**Directions back to the Garage from AIR's 1025 Thomas Jefferson St., NW office building:**

- Exit through the glass doors of the West Lobby of AIR's 1025 building and turn left onto Thomas Jefferson St., NW.
- Take first right onto K St.
- Go past the movie theater and the ice cream store (on your right).
- Enter glass doors on your right (doors say "Garage Elevators").

EE-15

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## QUICK LUNCH VENUES AROUND AIR



### In the building

- We welcome you to bring your own lunch or snacks. AIR has refrigerator space available, as well as microwaves and toasters for reheating. AIR will provide water as well as a variety of coffees, sodas, and teas.

### Delis

**TJ's Deli and Sandwich** – Salad Bar, Hot Food Bar, Sandwiches

- Location: Located in Courtyard of AIR's 1025 Thomas Jefferson St. building at **1025 Thomas Jefferson St., NW**
- Directions: TJ's Deli will be on the right when you exit out of the East Lobby of the 1025 TJ building. (*Note: outdoor seating only*).

**Canal Café** – Salad Bar, Hot Food Bar, Soup, Sandwiches, Burgers

- Location: First floor of Foundry Building at **1055 Thomas Jefferson St., NW**
- Directions: Take a right out of the West Lobby of 1025 TJ; walk down the ramp on the right toward the Foundry Building; walk through the glass doors on the right at the end of the ramp; Canal Café is located passed the elevators to the left.

### Mexican/Italian

**Café Cantina** – Pizza by the slice, Wraps, Tacos, Salads

- Location: Located in the Washington Harbor's Waterfront area at **3050 K Street Northwest**
- Directions: Take a left out of the West Lobby of AIR's 1025 TJ building; Walk across K street, through the circular drive, and past Starbucks on the right; Café Cantina will be a few feet past the Starbucks on the right.

EE-16

~~Sensitive Security Information (SSI)~~

Mediterranean

**Moby Dick House of Kabob** – Salads, Sandwiches, Lunch Specials

- Location : **1070 31 St., NW**
- Directions: Take a right out of the West Lobby of AIR's 1025 TJ building (390 ft); turn left at Chesapeake & Ohio Canal National Historic Park (295 ft); Turn right at 31<sup>st</sup> St. (Moby Dick will be 226 ft up the street on left).

French Cuisine

**La Madeleine** – Soup, Salads, Hot and Cold Sandwiches, other French Specialties

- Location: 3000 M Street Northwest
- Directions: Take a right out of the West Lobby of AIR's 1025 TJ building up to M St. (.1 mi); Take a right onto M St. (141 ft); La Madeleine will be on the right.

EE-17

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## Appendix FF: Linkage Exercise Workshops: Agenda

FF-1

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## LINKAGE EXERCISE WORKSHOPS: AGENDA

### DAY ONE

7:30 a.m. -8:00 a.m.	Introduction from TSA
8:00 a.m. – 8:10 a.m.	AIR Introduction & Background
8:10 a.m. – 8:30 a.m.	Getting Started Complete Background Questionnaires Description of Key Terms, Linkage Exercise Matrix, & Rating Scale
8:30 a.m. – 10:00 a.m.	Independent SME Linkage Rating Session
10:00 a.m. – 10:15 a.m.	Break
10:15 a.m. – 12:00 p.m.	Independent SME Linkage Rating Session
12:00 p.m. – 1:00 p.m.	Lunch
1:00 p.m. – 3:00 p.m.	Independent SME Linkage Rating Session
3:00 p.m. – 3:15 p.m.	Break
3:15 p.m. – approx. 4:45 p.m.	Independent SME Linkage Rating Session
Approx. 4:45 p.m. – 5:00 p.m.	Wrap-up

### DAY TWO

7:45 a.m. -7:55 a.m.	Sign-in with Security at 1000 Thomas Jefferson St. Office
8:00 a.m. – 8:15 a.m.	Introduction & Recap
8:15 a.m. – 10:00a.m.	Independent SME Linkage Rating Session
10:00 a.m. – 10:15 a.m.	Break
10:15 a.m. – 11:45 p.m.	Independent SME Linkage Rating Session Additional Rating Scales (if time permits)
11:45 a.m. – 12:00 p.m.	Wrap-Up

FF-2

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## Appendix GG: Linkage Exercise Workshops: Protocol

GG-1

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## LINKAGE EXERCISE WORKSHOPS: PROTOCOL

Meeting instruction: Text in *italics* is intended for the workshop facilitators' information only.

### MATERIALS

- *Directions to the facility*
- *Contact information of the TSA POC*
- *Copy of Protocol*
- *Agenda*
- *Background Information Questionnaire*
- *Job Analysis Definitions and Examples handout*
- *Linkage Exercise Process handout*
- *Linkage Exercise Matrix*
- *Rating Exercise Process handout*
- *Rating Exercise Matrix*
- 
- *Data Collection Summary Form*
- *Tent cards for participants' names*
- *Pens/pencils*
- *Computer or pad to take notes*
- *Business cards*

### INTRODUCTION AND BACKGROUND (10 MINUTES)

D. *Introduce AIR Researchers*

My name is [insert your name] and this is my colleague [Introduce partner]. As you may already know, we work for the American Institutes for Research (AIR) as [insert your job title(s)]. AIR is a not-for-profit research organization that employs behavioral scientists to provide consulting services for our clients. We are currently working on several projects for the DHS. Today's project is about understanding the type of work that BDOs perform.

E. *Project Background*

There is currently a good deal of information available regarding the work of TSA Officers. However, much of what has been documented does not focus specifically on BDOs. In addition, over the past several years the work of BDOs has expanded, requiring that we update the job analysis information for this job. For example, BDOs are "walking the line," observing individuals outside of the security checkpoint, and using applied behavior detection methods. Thus, our task is to update the job analysis information.

GG-2

~~**Sensitive Security Information (SSI)**~~

A job analysis is a way to learn how work is performed directly from the people who do the work. Several types of information are collected, including:

- Characteristics of the work: These are tasks or work behaviors associated with the job;
- Characteristics of the worker: These are knowledge, skills, abilities, and other characteristics (KSAOs) that are needed to perform the job tasks; and
- The Tools and Equipment used to perform the job.

Job analysis is a process. So far, we have completed the following steps:

- Reviewed preliminary information on Tasks, Competencies, and Tools/Equipment from the SPOT SOP and other TSA documents.
- Produced a list of Tasks and KSAOs/Competencies associated with the BDO job. The list, which you will see today, was created through
  - Structured interviews with Managers and Trainers.
  - Meetings with BDOs at 11 airports.
  - Observation of BDOs at work at 11 airports.
  - A survey in which BDOs rated the importance of the tasks and KSAOs.

Currently we are:

- Asking experts like you to review the lists and indicate the relationship between each task and each KSAO. This will provide us with an understanding of the link between the KSAOs and the BDO job. Ultimately, this information will inform decisions about important criteria to use in selection and training.

For the next steps, we will:

- Document the job analysis results in a final report, along with updated Task and KSAO lists.
- Use the results of the job analysis to support human resource functions, such as BDO selection and training initiatives (e.g., update existing courses, develop new courses).

**F. *What is your role?***

You are Subject Matter Experts (SMEs) who can help us understand and record the work of BDOs. The goal of this workshop is to establish the extent to which the listed KSAOs link to the listed Tasks. This will require a great deal of critical thinking as you work through an extensive matrix of KSAOs and Tasks. We will be here to answer any questions you might have about the process, Tasks, KSAOs, or rating scale. Otherwise, we really are turning to you for an understanding of the job and its requirements.

I would like to emphasize that participation in this study is voluntary and will not affect your TSA standing in anyway. Your responses will be kept confidential. To ensure this confidentiality, please do not put your name on any of the materials we pass out.

GG-3

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Additionally, any results or information reported back to the TSA will be reported as group data only so that individual responses cannot be identified.

G. *Why is your participation important?*

Your participation is invaluable to the job analysis effort, and I would like to thank you in advance for your help. Your role is critical in helping us learn about what BDOs need in order to successfully perform the job. Does anyone have any questions before we move on?

H. *What is the schedule?*

This workshop is scheduled to last for a day and a half. Today, we will work until approximately 5:00 PM. Today's schedule includes two 15 minute breaks and an hour for lunch. Tomorrow's session will begin at 8 AM and go until noon, with one 15 minute break. We will stop for lunch around 12:00.

In order to minimize distractions and interruptions, we would prefer that you utilize the planned break times that we have built into the schedule. That being said, you are free to get up to use the restroom at any time during the workshop. As you may have noticed when you came in this morning, the door to the third floor of this office building is kept locked at all times for security purposes. The restrooms are located on the other side of this locked door to the right of the elevators and they are also locked. We have 10 access cards for the front door and several keys to the restrooms. You may borrow these to get to and from the restrooms at any time. You may also sign out the access cards during lunch so that you may let yourself back into the suite to get to the conference room. Does anyone have any questions?

## **SIGN-IN OF SUBJECT MATTER EXPERTS (5 MINUTES)**

*Pass out the Background Information questionnaire.*

In order to document the job analysis process, we need to gather and record information about the experts who participated in the exercises. This information will help us to evaluate the representativeness of our sample. So, to get started, we would like to gather some background information from each of you since you are serving as our experts.

Please do not write your name anywhere on this questionnaire. Again, please remember that your responses on this questionnaire will be kept confidential. Does anyone have any questions?

Go ahead and fill out the questionnaire. We will collect them when you are done.

*Collect the Background Information questionnaire.*

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## LINKAGE EXERCISE: DESCRIPTION OF KEY TERMS, LINKAGE EXERCISE MATRIX, & RATING SCALE (15 MINUTES)

*Begin by describing the definitions and then the Linkage Exercise Matrix and rating scale. Walk the SMEs through the process and materials. Complete some ratings as a group.*

*Distribute the Definitions handout, Linkage Exercise Matrix, and Linkage Exercise Process handout.*

Again, to ensure confidentiality, please do not write your name on any of the documents we've handed out. We have instead numbered the documents. We will use these numbers as your workshop IDs, so that we are able to collect your matrices at the end of the day and distribute them back to you tomorrow. We only ask that you remember your number so we give you the right packet tomorrow.

Now, let's get started.

It is important to first have a working definition of terms. We are passing out a document with definitions we can use for this exercise.

*Refer participants to the Definitions handout.*

As you can see, this list has a number of definitions.

- Duties are collections of tasks that have a common objective. The Tasks listed on the definitions handout may be part of the Duty "Preparation."
- Tasks are very specific work activities performed for a specific purpose. For example:
  - Attend daily briefings
  - Establish the environmental baseline
- Knowledge is a body of factual, technical, or procedural information a person uses to perform a job. For example, Knowledge of stress cues and appearance factors.
- Skill is the capability, developed through training or practice, to perform job tasks. For example, Skill in identifying behaviors and assigning the proper point value to them.
- Ability is a general human trait a person possesses that gives him/her the capacity to carry out physical and mental acts required by the job. For example, Ability to add behavior points mentally.
- Other Characteristics are personal characteristics such as personality traits, attitudes, work styles, preferences, or interests that are relevant to successful job performance. For example, Willingness to work a rotating schedule.

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As I said before, your task during this workshop is to explore the relationship between the Tasks and KSAOs that we identified earlier in our job analysis. You will do this by rating each Task-KSAO pairing. Let's take a look at the materials you will use for the linkage exercise.

*Refer the participants to the Linkage Exercise Matrix. Walk the participants through the layout of the spreadsheet.*

The Linkage Exercise Matrix presents each Task-KSAO pairing. The goal is to determine the Tasks to which each KSAO links. As you can see, the tasks are listed vertically along the left-hand side of the matrix and the KSAOs are listed horizontally along the top of the matrix. To minimize the burden on each of you, we have split the tasks up. Thus, you do not all have the same lists.

Now, let's talk about the process you will use to evaluate these Task-KSAO pairs.

*Refer the participants to the Linkage Exercise Process handout.*

Before you begin making your ratings, take some time to review the instructions, the rating scale, and all of your KSAOs. Think of the job as it is currently performed – not as it used to be performed, will be performed in the future, or how it should be performed. It is important to follow the instructions, but let us know if you have any questions. You will need to work carefully, but quickly because there are a lot of ratings to complete.

Please take a look at the rating scale at the bottom of your handout.

**0 – Not Relevant** for Performing the Task: This KSAO is not necessary for performing the task.

**1 – Helpful** for Performing the Task: This KSAO would be helpful, but it is not essential for performing the task.

**2 – Essential** for Performing the Task: This KSAO is necessary for performing the task. A BDO would not be able to competently perform the task without it.

To complete your ratings, start with the first task. Indicate on your matrix the extent to which each KSAO is important for performing that task. Ask yourself, "To what extent does the KSAO help accomplish the task?" Circle "0" if it is Not Relevant for performing the task. Circle "1" if it is Helpful to performing the task. Circle "2" if it is Essential to performing the task. Work through all of the KSAOs for that first task.

Then, move to the second task. Again, indicate the extent to which each KSAO is important for performing the task. Rate all of the KSAOs.

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Work through the list one task at a time, rating the importance of each KSAO before moving on to the next task.

It is important to move through the matrix in a systematic manner. Consider each cell (tasks/KSAO pairing) individually. If your decision is that the KSAO is not relevant for performing the task, please circle zero rather than leaving it blank. This will help you keep track of where you are and will help us distinguish between KSAOs you felt were not relevant and KSAOs you did not rate.

Don't worry about the number of zeros, ones, or twos you are using. In fact, there may be tasks or KSAOs for which you have all zeros. We just want your best judgment.

*Complete the first two or three ratings with the group.*

Are there any questions?

### **INDEPENDENT SME LINKAGE RATING (1 HOUR 25 MINUTES)**

Moving forward, we would like for you to make these ratings independently. We will be here and ready to answer any questions you may have as you move through the exercise.

Just before 10:00 we'll check on everyone's progress. Then we will break for 15 minutes and start again until lunch at 12:00 PM.

*Be available to answer questions if the participants have any during their independent review.*

### **PROGRESS CHECK (9:55 AM; 5 MINUTES)**

*Stop the work and check on the participants' progress.*

Okay, everyone. It is almost 10:00. Before we break, it would be helpful to get a sense of your progress. Will you raise your hand if you have completed all KSAO ratings for three tasks or more. Four tasks or more? *(and so forth)*

### **MORNING BREAK (15 MINUTES)**

Let's take a 15 minute break in order to give you a chance to get a drink, use the restroom, or walk around a bit. Please be back by 10:15 AM.

### **INDEPENDENT SME LINKAGE RATING (1 HOUR 40 MINUTES)**

Please pick up where you left off in your ratings. Remember, we are here to answer any questions you may have as you go through the matrix. We will break again at 12:00 PM for lunch.

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## **PROGRESS CHECK (11:55 AM; 5 MINUTES)**

*Stop the work and check on the participants' progress.*

Okay, everyone. It is almost 12:00. Before we break for lunch, can we check in again to get a sense of your progress? (6-10 tasks?)

## **LUNCH BREAK (1 HOUR)**

At this time, let's break for lunch. Please be back by 1:00 PM. Refer to your information packet for a list of nearby lunch options that are quick and affordable. If you don't have your information packet with you, we have extra copies of the restaurant lists here.

## **INDEPENDENT SME LINKAGE RATING (1 HOUR 55 MINUTES)**

Welcome back! Please pick up where you left off in your ratings. Remember, we are here to answer any questions you may have as you go through the matrix. We will work for 2 hours and then take another 15 minute break.

## **PROGRESS CHECK (2:55 PM; 5 MINUTES)**

*Stop the work and check on the participants' progress. (12-16 tasks?)*

## **AFTERNOON BREAK (15 MINUTES)**

Let's take another 15 minute break. Please be back by 3:15 PM so that we can continue the rating exercise and finish on time.

## **INDEPENDENT SME LINKAGE RATING (1 HOUR 30 MINUTES)**

Please pick up where you left off in your ratings. We will work for a final hour and thirty minutes this afternoon and then spend 15 minutes wrapping up. (15-21 tasks)

## **WRAP-UP AND CLOSING REMARKS (15 MINUTES)**

*Currently this section is scheduled for 15 minutes. However, if the linkage exercise has taken less time than anticipated, please extend the closing discussion accordingly.*

Thank you very much for being involved in the linkage exercise. The information you provided will be used to complete the next steps of the job analysis and to help support BDO selection and training initiatives. At this time, we will collect your Linkage Matrices from you for the day. Please take note of your workshop ID number written in the top right hand corner of the first page of your matrix before passing it in. We want to be sure you remember these tomorrow.

Before we break, does anyone want to comment on the day or the activities?

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*If SMEs have difficulty generating additional comments, prompt them by asking:*

*10. What did you think of today's activities?*

*11. Is there anything you would change about the format of the day?*

Does anyone have any other questions or comments before we end?

Thank you again for your participation – without the contribution of experts like you, we wouldn't be able to complete this important work. Have a good evening and we will see you in this conference room at 8:00 AM tomorrow. Please remember to check in with security across the street at the 1000 Thomas Jefferson St., NW location before coming to conference room 315. AIR representatives will meet you in the lobby of 1000 Thomas Jefferson St., NW at approximately 7:45 AM to walk over with you.

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## **LINKAGE EXERCISE DAY 2: INTRODUCTION AND RECAP (15 MINUTES)**

Good morning everyone, and welcome back for Day 2 of the linkage rating exercise. Today we will be finishing up the linkage rating session. Our process will be similar to yesterday's session, but today will be shorter. We will work from 8:00 AM to Noon, with one 15 minute break.

We will begin by passing back the Exercise matrices from yesterday and will have you work for approximately two hours before we take our first break. Once all of the linkage ratings have been completed, if there is time leftover, we will have you complete some separate ratings on the task list. We will discuss the details of these rating scales later today if and when time allows.

*Pass out the Linkage Exercise Matrices from yesterday. Be careful to hand each participant his or her own matrix.*

Does anyone have any questions before we begin today's session?

## **INDEPENDENT SME LINKAGE RATING (1 HOUR 40 MINUTES)**

Please pick up where you left off in your ratings. We will work until 10:00 AM, at which time we will take a 15 minute break. Remember, we are here to answer any questions you may have as you go through the matrix.

## **PROGRESS CHECK (9:55 AM; 5 MINUTES)**

*Stop the work and check on the participants' progress. (18-26)*

Okay, everyone. It is almost 10:00. Before we break, it would be helpful to get a sense of your progress. Will you raise your hand if you have completed all KSAO ratings for 20 tasks or more? Is anyone done with all of their task ratings? If you finish up early, please let us know and we will talk with you about the additional ratings we mentioned earlier.

## **MORNING BREAK (15 MINUTES)**

Let's take a 15 minute break in order to give you a chance to get a drink, use the restroom, or walk around a bit. Please be back by 10:15 AM.

## **INDEPENDENT SME LINKAGE RATING (1 HOUR 35 MINUTES)**

Please pick up where you left off in your ratings. We will work until 11:45 PM, at which time we will wrap up the workshop with some closing remarks. Please let us know if you have any questions as you go through the matrix.

GG-10

## **WRAP-UP AND CLOSING REMARKS (11:45 AM; 15 MINUTES)**

*Currently this section is scheduled for 15 minutes. However, if the linkage exercise has taken less time than anticipated, please extend the closing discussion accordingly.*

Thank you very much for being involved in the linkage exercise. The information you provided will be used to complete the next steps of the job analysis and to help support BDO selection and training initiatives. We will collect your matrices from you now. If you haven't finished, please do not worry. Any data you were able to provide over the course of the workshop will be very valuable.

At this point, we would like to give you all an opportunity to share any thoughts you might have about the BDO job.

*If SMEs have difficulty generating additional comments, prompt them by asking:*

- 1. Do you have any suggestions for topics that could be covered in training?*
- 2. Do you have any suggestions for improvements that could be made to the BDO hiring process?*
- 3. How important is it for BDOs to*
  - a. be Bilingual;*
  - b. have a military, law enforcement, or other security-related background; or*
  - c. have experience traveling or otherwise dealing with people from various cultures?*

Does anyone have any other questions or comments before we end?

Thank you again for your participation – without the contribution of experts like you, we wouldn't be able to complete this important work.

GG-11

## **ADDITIONAL RATING SCALES (FOR SMES WHO FINISH EARLY)**

*Begin by walking the SMEs through the rating process and materials.*

*Distribute the Rating Exercise Matrix and Rating Exercise Process handout.*

The last thing we are going to ask you to do is provide some additional ratings on the BDO Job Tasks. Remember that tasks are very specific work activities performed for a specific purpose.

*Refer the participants to the Rating Exercise Matrix and Rating Exercise Process handout.*

The Rating Exercise Matrix lists all of the tasks and a rating scale. Before you begin making your ratings, take some time to review the instructions and rating scale. Then, begin making your ratings. It is important to following the instructions, but move quickly through your ratings.

For each task, indicate you rating on your matrix. Circle the number the best represents your answer.

Do you have any questions?

GG-12



## Appendix HH: Linkage Exercise Workshops: Participant Background Questionnaire

HH-1

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## LINKAGE EXERCISE WORKSHOPS: PARTICIPANT BACKGROUND QUESTIONNAIRE

15. What is your current Job Title?
- Master BDO (MTSO; F-Band)
  - Expert BDO (ETSO; G-Band)
  - SPOT Transportation Security Manager (STSM; H-Band)
  - SPOT Transportation Security Manager (STSM; I-Band)
  - Other (*please specify*) \_\_\_\_\_
16. In what airport do you primarily work? (*3-letter Airport Code*) \_\_\_\_\_
17. When did you start working for TSA? (*month/year*) \_\_\_\_\_
18. When did you start working in your current position? (*month/year*) \_\_\_\_\_
19. Have you ever worked as a National Trainer for the SPOT program?
- No       Yes
20. Have you ever worked on the SPOT National Standardization Team?
- No       Yes
21. Have you ever worked as a BDO?
- No       Yes
22. Please indicate the *highest* level of education you have completed.
- High School/GED
  - Some college
  - Associate's degree
  - Bachelor's degree
  - Master's degree
  - Doctorate or other professional degree
  - Other (*please indicate*): \_\_\_\_\_
23. What is your gender?
- Male       Female
24. What is your age? \_\_\_\_\_
25. Which ethnic category best describes your background?
- Hispanic or Latino       Not Hispanic or Latino
26. Which racial category/categories best describe(s) your background?
- American Indian or Alaska Native
  - Asian
  - Black or African American
  - Native Hawaiian or Other Pacific Islander
  - White
  - Two or More Races
  - Other (*please specify*): \_\_\_\_\_

HH-2

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## Appendix II: Linkage Exercise Workshops: Process Handout

II-1

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## LINKAGE EXERCISE WORKSHOPS: PROCESS HANDOUT

This exercise is designed to identify the Knowledge, Skills, Abilities, and Other Characteristics (KSAOs) required to successfully perform the Job Tasks that comprise the BDO job. This is accomplished by “linking” the KSAOs to the Job Tasks. Please follow the instructions, and let the Workshop Facilitators know if you have any questions. Work carefully, but move quickly through your ratings because there are a lot to complete.

### Instructions

- Read all of the KSAOs
- Think of the job as it is currently performed – not as it used to be performed, will be performed in the future, or how it should be performed
- Complete your ratings task by task
  1. Start with the first task. Using the rating scale below, indicate the extent to which each KSAO is important for performing that task. Ask yourself, “To what extent does the KSAO help accomplish the task?” Circle the number that best represents your rating according to the rating scale. Work through all of the KSAOs for the first task.
  2. Move to the next task. Indicate the extent to which each KSAO is important for performing that task. Work through all of the KSAOs.
  3. Continue moving through the tasks one at a time, rating the importance of each KSAO before moving on to the next task.

### Rating Scale

**0 – Not Relevant** for Performing the Task: This KSAO is not necessary for performing the task.

**1 – Helpful** for Performing the Task: This KSAO would be helpful, but it is not essential for performing the task.

**2 – Essential** for Performing the Task: This KSAO is necessary for performing the task. A BDO would not be able to competently perform the task without it.

**Note:** It is important to move through the matrix in a systematic manner. Consider each cell (tasks/KSAO pairing) individually. If your decision is that the KSAO is not relevant for performing the task, please circle zero. This will help you keep track of where you are and will help us distinguish between KSAOs you felt were not relevant and KSAOs you did not rate.

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## Appendix JJ: Linkage Exercise Workshops: Partial Linkage Matrix

JJ-1

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## LINKAGE EXERCISE WORKSHOPS: PARTIAL LINKAGE MATRIX

How important is this knowledge, skill, ability, or other characteristic to performing this task?  0 = Not Relevant 1 = Helpful 2 = Essential		Knowledge				
		1. Knowledge of SPOT theory and program background	2. Knowledge of stress cues and appearance factors	3. Knowledge of fear cues and appearance factors	4. Knowledge of deception cues and appearance factors	5. Knowledge of the signs of deception <small>(b)(3):49 U.S.C. § 114(r)</small>
Task						
Duty A: Preparation						
1	(b)(3):49 U.S.C. § 114(r)	0 1 2	0 1 2	0 1 2	0 1 2	0 1 2
2		0 1 2	0 1 2	0 1 2	0 1 2	0 1 2
3		0 1 2	0 1 2	0 1 2	0 1 2	0 1 2
4		0 1 2	0 1 2	0 1 2	0 1 2	0 1 2

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## Appendix KK: Linkage Exercise Workshops: Additional Rating Scales

KK-1

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## LINKAGE EXERCISE WORKSHOPS: ADDITIONAL RATING SCALES

### Rating Exercise Process: Probability of Inadequate Performance (Tasks)

This exercise is designed to provide additional information about the BDO Job Tasks. Please follow the instructions, and let the Workshop Facilitators know if you have any questions. Work carefully, but move quickly through your ratings because there are a lot to complete.

#### Instructions

- Read all tasks
- Complete your ratings
  1. Start with the first task. Provide a rating using the rating scale below. Circle the number that best represents your rating.
  2. Move to the next task.
  3. Continue moving through the tasks one at a time, completing a rating for each before moving on to the next task.

#### Rating Scale

**Probability of Inadequate Performance:** This is a measure of how often this task is performed in an unacceptable manner.

- NA – Not applicable** – This task is not performed by BDOs.
- 1 – Always** performed incorrectly.
- 2 – Often** performed incorrectly.
- 3 – Sometimes** performed incorrectly
- 4 – Rarely** performed incorrectly
- 5 – Never** performed incorrectly.

KK-2



## Rating Exercise Process: Training Emphasis (Tasks)

This exercise is designed to provide additional information about the BDO Job Tasks. Please follow the instructions, and let the Workshop Facilitators know if you have any questions. Work carefully, but move quickly through your ratings because there are a lot to complete.

### Instructions

- Read all tasks
- Complete your ratings
  1. Start with the first task. Provide a rating using the rating scale below. Circle the number that best represents your rating.
  2. Move to the next task.
  3. Continue moving through the tasks one at a time, completing a rating for each before moving on to the next task.

**Training Emphasis:** This is a measure of how much emphasis this task should be given in training.

**NA – Not applicable** – This task is not performed by BDOs.

**1 – No emphasis.** This task should not be trained during the initial training course.

**2 – Minor emphasis.** This task should only be mentioned during the initial training course.

**3 – Limited emphasis.** This task should be taught as information but not applied or tested during the initial training course.

**4 – Major emphasis.** Students should be tested on this task during the initial training course.

**5 – Substantial emphasis.** Participants should learn this task, apply it within class, and be tested on it in order to successfully completed the initial training course.

KK-3

## Rating Exercise Process: Training Emphasis in Initial and Additional Training (KSAOs)

This exercise is designed to provide additional information about the BDO Job KSAOs.

### Instructions

Complete your ratings

1. Start with the first KSAO. Provide a rating using each rating scale below. Circle the number that best represents your rating.
2. Move to the next KSAO.
3. Continue moving through the KSAOs one at a time, completing the ratings for each before moving on to the next.

**Training Emphasis in Initial Training:** This is a measure of how much emphasis this KSAO should be given in initial training.

**NA – Not applicable** – This KSAO is not necessary for the BDO job.

**1 – No emphasis.** This KSAO should not be trained during the initial training course.

**2 – Minor emphasis.** This KSAO should only be mentioned during the initial training course.

**3 – Limited emphasis.** This KSAO should be taught as information but not applied or tested during the initial training course.

**4 – Major emphasis.** Students should be tested on this KSAO during the initial training course.

**5 – Substantial emphasis.** Participants should learn this KSAO, apply it within class, and be tested on it in order to successfully completed the initial training course.

**Training Emphasis in Additional Training:** This is a measure of how much emphasis this KSAO should be given in other training.

**NA – Not applicable** – This KSAO is not necessary for the BDO job.

**1 – No emphasis.** This KSAO should not be trained.

**2 – Minor emphasis.** This KSAO should only be mentioned during an additional training course.

**3 – Limited emphasis.** This KSAO should be taught as information but not applied or tested during an additional training course.

**4 – Major emphasis.** Students should be tested on this KSAO during an additional training course.

**5 – Substantial emphasis.** Participants should learn this KSAO, apply it within class, and be tested on it in order to successfully completed an additional training course.

KK-4

## Rating Exercise Process: Criticality (Tasks)

This exercise is designed to provide additional information about the BDO Job Tasks. Please follow the instructions, and let the Workshop Facilitators know if you have any questions. Work carefully, but move quickly through your ratings because there are a lot to complete.

### Instructions

- Read all tasks
- Complete your ratings
  1. Start with the first task. Provide a rating using the rating scale below. Circle the number that best represents your rating.
  2. Move to the next task.
  3. Continue moving through the tasks one at a time, completing a rating for each before moving on to the next task.

**Criticality:** This is a measure of the consequence of inadequate performance and its affect on the mission.

**NA – Not applicable** – This task is not performed by BDOs.

**1 – None.** The consequence of inadequate performance results in no injury to personnel or damage to equipment. The mission is unaffected.

**2 – Minor.**

**3 – Moderate.**

**4 – Major.**

**5 – Catastrophic.** The consequence of inadequate performance results in death/life-threatening injuries and/or being unable to carry out the mission.

KK-5

~~Sensitive Security Information (SSI)~~

## **Appendix LL: Linkage Exercise Workshops: All Data vs. Agreement Data**

LL-1

~~Sensitive Security Information (SSI)~~

~~WARNING: THIS RECORD CONTAINS SENSITIVE SECURITY INFORMATION THAT IS CONTROLLED UNDER 49 C.F.R. PARTS 15 AND 1520. NO PART OF THIS RECORD MAY BE DISCLOSED TO PERSONS WITHOUT A "NEED TO KNOW," AS DEFINED IN 49 C.F.R. PARTS 15 AND 1520, EXCEPT WITH THE WRITTEN PERMISSION OF THE ADMINISTRATOR OF THE TRANSPORTATION SECURITY ADMINISTRATION OR THE SECRETARY OF TRANSPORTATION. UNAUTHORIZED RELEASE MAY RESULT IN CIVIL PENALTIES OR OTHER ACTION, FOR U.S. GOVERNMENT AGENCIES. PUBLIC DISCLOSURE GOVERNED BY 5 U.S.C. 552 AND 49 C.F.R. PARTS 15 AND 1520.~~

## LINKAGE EXERCISE WORKSHOPS: ALL DATA VS. AGREEMENT DATA

Table LL-1. KSAO Linkage Results Comparing All Data to Agreement Data

ID	KSAO	# of Tasks Linked (All Data)	# of Tasks Linked (Significant Agreement Only)
90	Professionalism	85	77
100	Able to work in a reliable, responsible, and dependable manner	78	76
92	Detail-oriented	82	75
99	Able to multi-task	79	71
89	Honesty/Integrity	75	68
74	Ability to retain and recall information	64	62
1	Knowledge of SPOT theory and program background	71	61
73	Ability to quickly make sense of, combine, and organize information	62	58
26	Knowledge of situations that require immediate LEO notification	71	57
63	Skill in remembering factual information, including numbers and procedures	64	57
101	Able to work cooperatively with others to achieve shared goals	58	56
41	Skill in clarifying information	61	54
25	Knowledge of the steps of the SPOT referral process	68	50
7	Knowledge of the point values associated with behaviors and other criteria	58	47
2	Knowledge of stress cues and appearance factors	56	46

LL-2

~~Sensitive Security Information (SSI)~~

**Table LL-1. KSAO Linkage Results Comparing All Data to Agreement Data (Continued)**

ID	KSAO	# of Tasks Linked (All Data)	# of Tasks Linked (Significant Agreement Only)
3	Knowledge of fear cues and appearance factors	56	46
4	Knowledge of deception cues and appearance factors	56	46
55	Skill in using visual sensory information to make comparisons and/or evaluations	68	46
56	Skill in decision-making, including perceiving impact and implications of decisions; making effective and timely decisions, even when data are limited or solutions produce unpleasant consequences	51	45
32	Skill in identifying behaviors and assigning the proper point value to them	55	44
38	Skill in oral communication	51	44
66	Skill in working with minimal or no supervision	50	44
6	Knowledge of critical and clustered categories of suicide bomber indicators	53	43
75	Ability to identify and focus on behaviors among other distracting information or stimuli	55	43
27	Knowledge of LEO referral process	66	40
40	Skill in effective listening	49	40
84	Ability to see details at close range (i.e., within a few feet)	41	39
95	Comfort with social interactions	47	38
5	Knowledge of the signs of deception (b)(3):49 U.S.C. § 114(r)	49	37
60	Skill in adapting behavior and work methods in response to new information, changing conditions, or unexpected obstacles	40	37
31	Knowledge of TSA transportation security policies, directives, and regulations	38	36
76	Ability to maintain focus and awareness over long periods of time	57	36

LL-3

~~Sensitive Security Information (SSI)~~

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~~Sensitive Security Information (SSI)~~

**Table LL-1. KSAO Linkage Results Comparing All Data to Agreement Data (Continued)**

ID	KSAO	# of Tasks Linked (All Data)	# of Tasks Linked (Significant Agreement Only)
10	Knowledge of signs of possible surveillance activity by individuals	51	35
24	Knowledge of the procedures to determine baselines and deviations from baseline	47	34
54	Skill in sharing information, knowledge, and expertise with team members	35	34
72	Ability to perform basic mental math to quickly calculate accrued behavior and appearance factor points	44	34
70	Skill in quickly and accurately identifying similarities and differences from the baseline	42	33
8	Knowledge of criteria for assigning the initial point	44	31
9	Knowledge of criteria for points (b)(3):49 U.S.C. § 11	46	31
30	Knowledge of reporting requirements and procedures	63	31
94	Command presence	33	31
64	Skill in recognizing people	48	30
69	Skill in using combined information to draw a conclusion or to solve a problem	61	29
85	Ability to see details at a distance (i.e., more than few feet away)	29	29
67	Skill in gathering and systematically maintaining data	59	28
39	Skill in non-verbal communication	46	27
68	Skill in determining the importance, accuracy, and effectiveness of data	64	25
57	Skill in responding tactfully, sensitively, and appropriately, and treating others with respect	30	24
59	Skill in interacting with diverse individuals (e.g., differing backgrounds, ages)	31	24
13	Knowledge of permitted and prohibited items	29	23

LL-4

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**Table LL-1. KSAO Linkage Results Comparing All Data to Agreement Data (Continued)**

ID	KSAO	# of Tasks Linked (All Data)	# of Tasks Linked (Significant Agreement Only)
29	Knowledge of procedures and requirements for notifying SPOT transportation security manager (STSM), supervisory transportation security officer (STSO), or others, as appropriate	45	23
34	Skill in conducting an effective casual conversation to obtain resolution	34	23
58	Skill in acting discretely when using quick reference materials on duty, communicating with other BDOs and TSOs, and holding casual conversations with travelers	56	23
88	Ability to <span style="border: 1px solid black; padding: 2px;">(b)(3):49 U.S.C. § 114(r)</span>	24	21
12	Knowledge of unusual items	43	20
49	Skill in operating communication equipment (e.g., cell phone, two-way radio)	33	19
71	Skill in thinking critically to identify solutions, conclusions, or approaches to problems	21	19
16	Knowledge of characteristics of fraudulent documents	18	17
61	Skill in self-management, including displaying a high level of initiative and effort, and completing assignments in a timely manner	23	17
91	Open-minded	24	17
14	Knowledge of information on travel documents	19	16
15	Knowledge of information on IDs	18	15
17	Knowledge of latest security-related intelligence (e.g., amber alerts, bolos, terrorist organizations, gangs)	54	13
33	Skill in identifying individuals who appear to be the subject of an AMBER Alert, law enforcement, or other intelligence-driven report	41	13
35	Skill in inspecting individuals' accessible property and/or carry-on baggage	15	13
78	Ability to stand for long periods of time	13	13

LL-5

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~~Sensitive Security Information (SSI)~~

**Table LL-1. KSAO Linkage Results Comparing All Data to Agreement Data (Continued)**

ID	KSAO	# of Tasks Linked (All Data)	# of Tasks Linked (Significant Agreement Only)
97	Cultural sensitivity: Able to recognize variations among cultures and treat all people with respect	20	13
98	Stress tolerance: Able to accept criticism and deal calmly and effectively with high stress situations	16	12
23	Knowledge of screening procedures associated with discovery of prohibited items	17	11
42	Skill in reading and comprehension	13	11
93	Flexibility	11	11
102	Able to balance customer service with public safety	15	11
18	Knowledge of other security or law enforcement entities, such as the FBI and local police, and their scope of responsibility and authority with respect to the work of BDOs	24	10
62	Skill in managing one's own time	10	10
21	Knowledge of procedures to inspect individuals' accessible property and/or carry-on baggage	10	9
37	Skill in written communication	9	9
36	Skill in identifying fraudulent documents	24	8
44	Skill in using software and electronic mail	8	8
46	Skill in completing required documents and/or paperwork (e.g., SPOT Incident Reports, SPOT Referral Report)	10	8
45	Skill in using job-specific software and applications (e.g., PARIS, SPOT database, on-line training programs)	8	7
19	Knowledge of proper alarm resolution procedures	7	6
22	Knowledge of special category screening procedures, including, but not limited to, diplomatic pouches and hazardous materials	6	6
43	Skill in note-taking	7	6

LL-6

~~Sensitive Security Information (SSI)~~

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~~Sensitive Security Information (SSI)~~

**Table LL-1. KSAO Linkage Results Comparing All Data to Agreement Data (Continued)**

ID	KSAO	# of Tasks Linked (All Data)	# of Tasks Linked (Significant Agreement Only)
65	Skill in applying general rules to specific problems	6	6
47	Skill in using tools for examining IDs (e.g., black light, magnification loupe)	5	5
48	Skill in using explosives trace detection (ETD) equipment to inspect baggage and accessible property	7	5
87	Ability to perceive/distinguish colors (e.g., red, green, blue, yellow, orange, purple, brown, black, white, gray)	5	5
20	Knowledge of the procedures required in a security breach	3	3
50	Skill in creating and maintaining a culture that fosters high standards of ethics	3	3
82	Ability to walk up to two (2) miles during a shift	6	3
83	Ability to walk more than two (2) miles during a shift	5	3
86	Ability to detect or tell the differences between (b)(3):49 U.S.C. § 114(r)	25	3
11	Knowledge of advanced behavior detection training (ABDT) or other behavior detection techniques	28	2
51	Skill in managing and resolving conflicts and disagreements among team members in a constructive manner	2	2
52	Skill in inspiring and fostering team commitment, spirit, pride, and trust	2	2
53	Skill in motivating team members to accomplish group goals	11	2
96	Creativity: Able to come up with unusual or clever ideas about a situation or to develop creative ways to solve a problem	19	2
103	Willingness to work a flexible schedule	2	2
79	Ability to efficiently and thoroughly manipulate and lift baggage, containers, and other objects subject to security processing	1	1

LL-7

~~Sensitive Security Information (SSI)~~

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## Appendix MM: Linkage Exercise Workshops: Sample of Linkage Data Results

MM-1

~~Sensitive Security Information (SSI)~~

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## LINKAGE EXERCISE WORKSHOPS: SAMPLE OF LINKAGE DATA RESULTS

**Table MM-1: Sample of Linkage Exercise Data Results**

Task 1: Ensure readiness and possession of all materials and equipment needed for shift.													
ID	KSAO Name	N	Mean	SD	Min.	Max.	# Essential	% Essential	# Helpful	% Helpful	# Not Relevant	% Not Relevant	R <sub>wg</sub>
1	Knowledge of SPOT theory and program background	33	1.18	.88	0	2	16	48.5%	7	21.2%	10	30.3%	-0.17
2	Knowledge of stress cues and appearance factors	33	1.00	.90	0	2	13	39.4%	7	21.2%	13	39.4%	-0.22
3	Knowledge of fear cues and appearance factors	33	.97	.92	0	2	13	39.4%	6	18.2%	14	42.4%	-0.26
4	Knowledge of deception cues and appearance factors	33	.97	.92	0	2	13	39.4%	6	18.2%	14	42.4%	-0.26
5	Knowledge of the signs of deception (b)(3):49 U.S.C. § 114(r)	33	.97	.92	0	2	13	39.4%	6	18.2%	14	42.4%	-0.26
6	Knowledge of critical and clustered categories of suicide bomber indicators	33	.94	.93	0	2	13	39.4%	5	15.2%	15	45.5%	-0.31
7	Knowledge of the point values associated with behaviors and other criteria	33	.91	.95	0	2	13	39.4%	4	12.1%	16	48.5%	-0.34
8	Knowledge of criteria for assigning the initial point	33	.88	.93	0	2	12	36.4%	5	15.2%	16	48.5%	-0.29
9	Knowledge of criteria for points (b)(3):49	33	.88	.93	0	2	12	36.4%	5	15.2%	16	48.5%	-0.29
10	Knowledge of signs of possible surveillance activity by individuals	33	.85	.94	0	2	12	36.4%	4	12.1%	17	51.5%	-0.32
11	Knowledge of advanced behavior detection training (ABDT) or other behavior detection techniques	33	.58	.66	0	2	3	9.1%	13	39.4%	17	51.5%	0.34
12	Knowledge of unusual items	33	.82	.92	0	2	11	33.3%	5	15.2%	17	51.5%	-0.26

MM-2

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Table MM-1: Sample of Linkage Exercise Data Results (Continued)

Task 1: Ensure readiness and possession of all materials and equipment needed for shift.													
ID	KSAO Name	N	Mean	SD	Min.	Max.	# Essential	% Essential	# Helpful	% Helpful	# Not Relevant	% Not Relevant	R <sub>wg</sub>
13	Knowledge of permitted and prohibited items	33	.85	.94	0	2	12	36.4%	4	12.1%	17	51.5%	-0.32
14	Knowledge of information on travel documents	33	.76	.90	0	2	10	30.3%	5	15.2%	18	54.5%	-0.22
15	Knowledge of information on IDs	33	.85	.87	0	2	10	30.3%	8	24.2%	15	45.5%	-0.13
16	Knowledge of characteristics of fraudulent documents	33	.91	.91	0	2	12	36.4%	6	18.2%	15	45.5%	-0.25
17	Knowledge of latest security-related intelligence (e.g., amber alerts, bolos, terrorist organizations, gangs)	33	1.39	.70	0	2	17	51.5%	12	36.4%	4	12.1%	0.26
18	Knowledge of other security or law enforcement entities, such as the FBI and local police, and their scope of responsibility and authority with respect to the work of BDOs	33	1.00	.79	0	2	10	30.3%	13	39.4%	10	30.3%	0.06
19	Knowledge of proper alarm resolution procedures	33	.91	.91	0	2	12	36.4%	6	18.2%	15	45.5%	-0.25
20	Knowledge of the procedures required in a security breach	33	1.03	.88	0	2	13	39.4%	8	24.2%	12	36.4%	-0.17
21	Knowledge of procedures to inspect individuals' accessible property and/or carry-on baggage	33	1.00	.90	0	2	13	39.4%	7	21.2%	13	39.4%	-0.22
22	Knowledge of special category screening procedures, including, but not limited to, diplomatic pouches and hazardous materials	33	.82	.88	0	2	10	30.3%	7	21.2%	16	48.5%	-0.17
23	Knowledge of screening procedures associated with discovery of prohibited items	33	.85	.91	0	2	11	33.3%	6	18.2%	16	48.5%	-0.23
24	Knowledge of the procedures to determine baselines and deviations from baseline	33	.91	.95	0	2	13	39.4%	4	12.1%	16	48.5%	-0.34
25	Knowledge of the steps of the SPOT referral process	33	1.15	.97	0	2	18	54.5%	2	6.1%	13	39.4%	-0.42

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**Table MM-1: Sample of Linkage Exercise Data Results (Continued)**

Task 1: Ensure readiness and possession of all materials and equipment needed for shift.													
ID	KSAO Name	N	Mean	SD	Min.	Max.	# Essential	% Essential	# Helpful	% Helpful	# Not Relevant	% Not Relevant	R <sub>wg</sub>
26	Knowledge of situations that require immediate LEO notification	33	.91	.95	0	2	13	39.4%	4	12.1%	16	48.5%	-0.34
27	Knowledge of LEO referral process	33	.91	.98	0	2	14	42.4%	2	6.1%	17	51.5%	-0.44
28	Knowledge of Identity Verification Call Center (IVCC) procedures	32	.63	.71	0	2	4	12.5%	12	37.5%	16	50.0%	0.25
29	Knowledge of procedures and requirements for notifying SPOT transportation security manager (STSM), supervisory transportation security officer (STSO), or others, as appropriate	33	1.03	.95	0	2	15	45.5%	4	12.1%	14	42.4%	-0.36
30	Knowledge of reporting requirements and procedures	33	1.21	.89	0	2	17	51.5%	6	18.2%	10	30.3%	-0.20
31	Knowledge of TSA transportation security policies, directives, and regulations	33	1.30	.85	0	2	18	54.5%	7	21.2%	8	24.2%	-0.08
32	Skill in identifying behaviors and assigning the proper point value to them	33	.97	.98	0	2	15	45.5%	2	6.1%	16	48.5%	-0.45
33	Skill in identifying individuals who appear to be the subject of an AMBER Alert, law enforcement, or other intelligence-driven report	33	.88	.82	0	2	9	27.3%	11	33.3%	13	39.4%	-0.01
34	Skill in conducting an effective casual conversation to obtain resolution	33	.79	.99	0	2	13	39.4%	0	0.0%	20	60.6%	-0.48
35	Skill in inspecting individuals' accessible property and/or carry-on baggage	33	.82	.95	0	2	12	36.4%	3	9.1%	18	54.5%	-0.35
36	Skill in identifying fraudulent documents	33	.94	.93	0	2	13	39.4%	5	15.2%	15	45.5%	-0.31
37	Skill in written communication	33	1.03	.95	0	2	15	45.5%	4	12.1%	14	42.4%	-0.36
38	Skill in oral communication	33	1.00	.94	0	2	14	42.4%	5	15.2%	14	42.4%	-0.31
39	Skill in non-verbal communication	33	.91	.91	0	2	12	36.4%	6	18.2%	15	45.5%	-0.25

MM-4

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~~Sensitive Security Information (SSI)~~

**Table MM-1: Sample of Linkage Exercise Data Results (Continued)**

Task 1: Ensure readiness and possession of all materials and equipment needed for shift.													
ID	KSAO Name	N	Mean	SD	Min.	Max.	# Essential	% Essential	# Helpful	% Helpful	# Not Relevant	% Not Relevant	R <sub>wg</sub>
40	Skill in effective listening	33	.97	.95	0	2	14	42.4%	4	12.1%	15	45.5%	-0.36
41	Skill in clarifying information	33	1.03	.95	0	2	15	45.5%	4	12.1%	14	42.4%	-0.36
42	Skill in reading and comprehension	33	1.00	.90	0	2	13	39.4%	7	21.2%	13	39.4%	-0.22
43	Skill in note-taking	33	.97	.77	0	2	9	27.3%	14	42.4%	10	30.3%	0.11
44	Skill in using software and electronic mail	33	.73	.84	0	2	8	24.2%	8	24.2%	17	51.5%	-0.06
45	Skill in using job-specific software and applications (e.g., PARIS, SPOT database, on-line training programs)	33	.64	.82	0	2	7	21.2%	7	21.2%	19	57.6%	-0.01
46	Skill in completing required documents and/or paperwork (e.g., SPOT Incident Reports, SPOT Referral Report)	33	.97	.92	0	2	13	39.4%	6	18.2%	14	42.4%	-0.26
47	Skill in using tools for examining IDs (e.g., black light, magnification loupe)	33	1.15	.80	0	2	13	39.4%	12	36.4%	8	24.2%	0.05
48	Skill in using explosives trace detection (ETD) equipment to inspect baggage and accessible property	33	1.06	.90	0	2	14	42.4%	7	21.2%	12	36.4%	-0.21
49	Skill in operating communication equipment (e.g., cell phone, two-way radio)	33	1.36	.78	0	2	18	54.5%	9	27.3%	6	18.2%	0.08
50	Skill in creating and maintaining a culture that fosters high standards of ethics	33	.91	.91	0	2	12	36.4%	6	18.2%	15	45.5%	-0.25
51	Skill in managing and resolving conflicts and disagreements among team members in a constructive manner	33	.73	.88	0	2	9	27.3%	6	18.2%	18	54.5%	-0.15
52	Skill in inspiring and fostering team commitment, spirit, pride, and trust	33	.91	.95	0	2	13	39.4%	4	12.1%	16	48.5%	-0.34

MM-5

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**Table MM-1: Sample of Linkage Exercise Data Results (Continued)**

Task 1: Ensure readiness and possession of all materials and equipment needed for shift.													
ID	KSAO Name	N	Mean	SD	Min.	Max.	# Essential	% Essential	# Helpful	% Helpful	# Not Relevant	% Not Relevant	R <sub>wg</sub>
53	Skill in motivating team members to accomplish group goals	33	.79	.86	0	2	9	27.3%	8	24.2%	16	48.5%	-0.10
54	Skill in sharing information, knowledge, and expertise with team members	33	.94	.93	0	2	13	39.4%	5	15.2%	15	45.5%	-0.31
55	Skill in using visual sensory information to make comparisons and/or evaluations	33	.85	.91	0	2	11	33.3%	6	18.2%	16	48.5%	-0.23
56	Skill in decision-making, including perceiving impact and implications of decisions; making effective and timely decisions, even when data are limited or solutions produce unpleasant consequences	33	1.03	.95	0	2	15	45.5%	4	12.1%	14	42.4%	-0.36
57	Skill in responding tactfully, sensitively, and appropriately, and treating others with respect	33	.85	.91	0	2	11	33.3%	6	18.2%	16	48.5%	-0.23
58	Skill in acting discretely when using quick reference materials on duty, communicating with other BDOs and TSOs, and holding casual conversations with travelers	33	.97	.92	0	2	13	39.4%	6	18.2%	14	42.4%	-0.26
59	Skill in interacting with diverse individuals (e.g., differing backgrounds, ages)	33	.73	.88	0	2	9	27.3%	6	18.2%	18	54.5%	-0.15
60	Skill in adapting behavior and work methods in response to new information, changing conditions, or unexpected obstacles	33	1.00	.97	0	2	15	45.5%	3	9.1%	15	45.5%	-0.40
61	Skill in self-management, including displaying a high level of initiative and effort, and completing assignments in a timely manner	33	1.18	.88	0	2	16	48.5%	7	21.2%	10	30.3%	-0.17
62	Skill in managing one's own time	33	1.21	.89	0	2	17	51.5%	6	18.2%	10	30.3%	-0.20
63	Skill in remembering factual information, including numbers and procedures	33	1.09	.91	0	2	15	45.5%	6	18.2%	12	36.4%	-0.25
64	Skill in recognizing people	33	.61	.83	0	2	7	21.2%	6	18.2%	20	60.6%	-0.03

MM-6

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**Table MM-1: Sample of Linkage Exercise Data Results (Continued)**

Task 1: Ensure readiness and possession of all materials and equipment needed for shift.													
ID	KSAO Name	N	Mean	SD	Min.	Max.	# Essential	% Essential	# Helpful	% Helpful	# Not Relevant	% Not Relevant	R <sub>wg</sub>
65	Skill in applying general rules to specific problems	33	.79	.89	0	2	10	30.3%	6	18.2%	17	51.5%	-0.20
66	Skill in working with minimal or no supervision	33	1.36	.86	0	2	20	60.6%	5	15.2%	8	24.2%	-0.11
67	Skill in gathering and systematically maintaining data	33	.94	.86	0	2	11	33.3%	9	27.3%	13	39.4%	-0.12
68	Skill in determining the importance, accuracy, and effectiveness of data	33	.94	.90	0	2	12	36.4%	7	21.2%	14	42.4%	-0.21
69	Skill in using combined information to draw a conclusion or to solve a problem	33	.82	.88	0	2	10	30.3%	7	21.2%	16	48.5%	-0.17
70	Skill in quickly and accurately identifying similarities and differences from the baseline	33	.76	.90	0	2	10	30.3%	5	15.2%	18	54.5%	-0.22
71	Skill in thinking critically to identify solutions, conclusions, or approaches to problems	33	.91	.98	0	2	14	42.4%	2	6.1%	17	51.5%	-0.44
72	Ability to perform basic mental math to quickly calculate accrued behavior and appearance factor points	33	.67	.89	0	2	9	27.3%	4	12.1%	20	60.6%	-0.19
73	Ability to quickly make sense of, combine, and organize information	33	1.03	.92	0	2	14	42.4%	6	18.2%	13	39.4%	-0.26
74	Ability to retain and recall information	33	1.03	.95	0	2	15	45.5%	4	12.1%	14	42.4%	-0.36
75	Ability to identify and focus on behaviors among other distracting information or stimuli	33	.82	.95	0	2	12	36.4%	3	9.1%	18	54.5%	-0.35
76	Ability to maintain focus and awareness over long periods of time	33	.88	.93	0	2	12	36.4%	5	15.2%	16	48.5%	-0.29
77	Ability to maintain physical agility that would allow for squatting and bending	33	.45	.71	0	2	4	12.1%	7	21.2%	22	66.7%	0.24
78	Ability to stand for long periods of time	33	.91	.91	0	2	12	36.4%	6	18.2%	15	45.5%	-0.25

MM-7

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**Table MM-1: Sample of Linkage Exercise Data Results (Continued)**

Task 1: Ensure readiness and possession of all materials and equipment needed for shift.													
ID	KSAO Name	N	Mean	SD	Min.	Max.	# Essential	% Essential	# Helpful	% Helpful	# Not Relevant	% Not Relevant	R <sub>wg</sub>
79	Ability to efficiently and thoroughly manipulate and lift baggage, containers, and other objects subject to security processing	33	.48	.83	0	2	7	21.2%	2	6.1%	24	72.7%	-0.04
80	Ability to lift and carry baggage weighing up to 70 pounds	33	.21	.49	0	2	1	3.0%	5	15.2%	27	81.8%	0.65
81	Ability to lift and carry baggage weighing up to 40 pounds	33	.39	.75	0	2	5	15.2%	3	9.1%	25	75.8%	0.16
82	Ability to walk up to two (2) miles during a shift	33	.70	.85	0	2	8	24.2%	7	21.2%	18	54.5%	-0.08
83	Ability to walk more than two (2) miles during a shift	33	.67	.82	0	2	7	21.2%	8	24.2%	18	54.5%	0.00
84	Ability to see details at close range (i.e., within a few feet)	33	.85	.91	0	2	11	33.3%	6	18.2%	16	48.5%	-0.23
85	Ability to see details at a distance (i.e., more than few feet away)	32	.78	.91	0	2	10	31.3%	5	15.6%	17	53.1%	-0.23
86	Ability to detect or tell the differences between (b)(3):49 U.S.C. § 114(r)	32	.62	.83	0	2	7	21.9%	6	18.8%	19	59.4%	-0.04
87	Ability to perceive/distinguish colors (e.g., red, green, blue, yellow, orange, purple, brown, black, white, gray)	32	.56	.76	0	2	5	15.6%	8	25.0%	19	59.4%	0.14
88	Ability to (b)(3):49 U.S.C. § 114(r)	32	.69	.90	0	2	9	28.1%	4	12.5%	19	59.4%	-0.20
89	Honesty/Integrity	32	1.38	.87	0	2	20	62.5%	4	12.5%	8	25.0%	-0.14
90	Professionalism	32	1.53	.84	0	2	24	75.0%	1	3.1%	7	21.9%	-0.06
91	Open-minded	32	1.09	1.00	0	2	17	53.1%	1	3.1%	14	43.8%	-0.48
92	Detail-oriented	33	1.52	.80	0	2	23	69.7%	4	12.1%	6	18.2%	0.05

MM-8

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**Table MM-1: Sample of Linkage Exercise Data Results (Continued)**

Task 1: Ensure readiness and possession of all materials and equipment needed for shift.													
ID	KSAO Name	N	Mean	SD	Min.	Max.	# Essential	% Essential	# Helpful	% Helpful	# Not Relevant	% Not Relevant	R <sub>wg</sub>
93	Flexibility	33	1.06	.93	0	2	15	45.5%	5	15.2%	13	39.4%	-0.31
94	Command presence	33	.94	.86	0	2	11	33.3%	9	27.3%	13	39.4%	-0.12
95	Comfort with social interactions	33	.94	.97	0	2	14	42.4%	3	9.1%	16	48.5%	-0.40
96	Creativity: Able to come up with unusual or clever ideas about a situation or to develop creative ways to solve a problem	33	.91	.84	0	2	10	30.3%	10	30.3%	13	39.4%	-0.07
97	Cultural sensitivity: Able to recognize variations among cultures and treat all people with respect	33	.79	.93	0	2	11	33.3%	4	12.1%	18	54.5%	-0.29
98	Stress tolerance: Able to accept criticism and deal calmly and effectively with high stress situations	33	.85	.94	0	2	12	36.4%	4	12.1%	17	51.5%	-0.32
99	Able to multi-task	33	1.52	.67	0	2	20	60.6%	10	30.3%	3	9.1%	0.33
100	Able to work in a reliable, responsible, and dependable manner	33	1.42	.79	0	2	20	60.6%	7	21.2%	6	18.2%	0.06
101	Able to work cooperatively with others to achieve shared goals	33	1.21	.93	0	2	18	54.5%	4	12.1%	11	33.3%	-0.29
102	Able to balance customer service with public safety	33	.82	.85	0	2	9	27.3%	9	27.3%	15	45.5%	-0.07
103	Willingness to work a flexible schedule	33	.67	.89	0	2	9	27.3%	4	12.1%	20	60.6%	-0.19

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## **Appendix NN: Linkage Exercise Workshops: Results Summary by KSAOs**

NN-1

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## LINKAGE EXERCISE WORKSHOPS: RESULTS SUMMARY BY KSAOs

**Table NN-1: KSAO Linkage Results Summary**

KSAO			Linkage					
ID	Name	When Required?	# of Tasks Linked to KSAO	Percent			Mean	
				Essential	Helpful	Not Relevant	M	SD
90	Professionalism	Hire	85	84.9%	10.1%	4.9%	1.81	0.47
92	Detail-oriented	Hire	82	87.4%	8.0%	4.6%	1.83	0.43
99	Able to multi-task	Hire	79	82.6%	10.8%	6.6%	1.76	0.53
100	Able to work in a reliable, responsible, and dependable manner	Hire	78	78.8%	15.5%	5.7%	1.73	0.53
89	Honesty/Integrity	Hire	75	80.9%	12.6%	6.6%	1.74	0.54
26	Knowledge of situations that require immediate LEO notification	Initial	71	83.3%	8.7%	8.0%	1.75	0.53
1	Knowledge of SPOT theory and program background	Initial	71	78.1%	16.0%	6.0%	1.72	0.52
55	Skill in using visual sensory information to make comparisons and/or evaluations	After Hire	68	72.7%	15.4%	11.9%	1.61	0.68
25	Knowledge of the steps of the SPOT referral process	Initial	68	79.6%	11.1%	9.3%	1.70	0.59
27	Knowledge of LEO referral process	Initial	66	75.3%	13.6%	11.1%	1.64	0.63
74	Ability to retain and recall information	Hire	64	85.2%	10.0%	4.8%	1.80	0.46

NN-2

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Table NN-1: KSAO Linkage Results Summary (Continued)

KSAO			# of Tasks Linked to KSAO	Linkage Percent			Mean	
ID	Name	When Required?		Essential	Helpful	Not Relevant	M	SD
63	Skill in remembering factual information, including numbers and procedures	Hire	64	82.3%	11.3%	6.4%	1.76	0.53
68	Skill in determining the importance, accuracy, and effectiveness of data	After Hire	64	68.2%	17.2%	14.6%	1.54	0.72
30	Knowledge of reporting requirements and procedures	After Hire	63	66.6%	21.5%	11.9%	1.55	0.64
73	Ability to quickly make sense of, combine, and organize information	Hire	62	82.5%	12.2%	5.3%	1.77	0.50
69	Skill in using combined information to draw a conclusion or to solve a problem	After Hire	61	66.7%	20.5%	12.8%	1.54	0.69
41	Skill in clarifying information	Hire	61	81.9%	10.5%	7.6%	1.74	0.55
67	Skill in gathering and systematically maintaining data	After Hire	59	64.4%	22.2%	13.4%	1.51	0.71
101	Able to work cooperatively with others to achieve shared goals	Hire	58	81.3%	11.7%	7.0%	1.74	0.54
7	Knowledge of the point values associated with behaviors and other criteria	Initial	58	89.7%	4.7%	5.6%	1.84	0.36
76	Ability to maintain focus and awareness over long periods of time	After Hire	57	73.4%	15.6%	11.0%	1.62	0.63
3	Knowledge of fear cues and appearance factors	Initial	56	89.1%	5.5%	5.4%	1.84	0.35
2	Knowledge of stress cues and appearance factors	Initial	56	89.0%	5.7%	5.3%	1.84	0.34
4	Knowledge of deception cues and appearance factors	Initial	56	88.7%	5.8%	5.5%	1.83	0.38

NN-3

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**Table NN-1: KSAO Linkage Results Summary (Continued)**

KSAO			Linkage					
ID	Name	When Required?	# of Tasks Linked to KSAO	Percent			Mean	
				Essential	Helpful	Not Relevant	M	SD
58	Skill in acting discretely when using quick reference materials on duty, communicating with other BDOs and TSOs, and holding casual conversations with travelers	After Hire	56	66.3%	20.2%	13.6%	1.53	0.72
75	Ability to identify and focus on behaviors among other distracting information or stimuli	After Hire	55	83.2%	9.3%	7.5%	1.76	0.48
32	Skill in identifying behaviors and assigning the proper point value to them	Initial	55	86.8%	6.2%	7.0%	1.80	0.47
17	Knowledge of latest security-related intelligence (e.g., amber alerts, bolos, terrorist organizations, gangs)	After Hire	54	49.7%	36.8%	13.4%	1.36	0.67
6	Knowledge of critical and clustered categories of suicide bomber indicators	Initial	53	85.0%	7.7%	7.3%	1.78	0.49
38	Skill in oral communication	Hire	51	89.7%	4.3%	6.0%	1.84	0.43
56	Skill in decision-making, including perceiving impact and implications of decisions; making effective and timely decisions, even when data are limited or solutions produce unpleasant consequences	Hire	51	73.1%	18.4%	8.5%	1.65	0.62
10	Knowledge of signs of possible surveillance activity by individuals	Initial	51	81.0%	10.0%	9.0%	1.72	0.55
66	Skill in working with minimal or no supervision	Hire	50	73.5%	17.9%	8.6%	1.65	0.61
40	Skill in effective listening	Hire	49	81.1%	10.1%	8.8%	1.72	0.57
5	Knowledge of the signs of deception (b)(3):49 U.S.C. § 114(r) (b)(3):49 U.S.C. § 114(r)	Initial	49	84.5%	6.6%	8.9%	1.76	0.54
64	Skill in recognizing people	After Hire	48	66.6%	22.7%	10.8%	1.56	0.65

NN-4

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**Table NN-1: KSAO Linkage Results Summary (Continued)**

KSAO			# of Tasks Linked to KSAO	Linkage Percent			Mean	
ID	Name	When Required?		Essential	Helpful	Not Relevant	M	SD
95	Comfort with social interactions	Hire	47	79.0%	13.9%	7.2%	1.72	0.55
24	Knowledge of the procedures to determine baselines and deviations from baseline	Initial	47	81.0%	10.6%	8.4%	1.73	0.50
9	Knowledge of criteria for points (b)(3):49 U.S.C. § 111(a)	Initial	46	84.2%	7.0%	8.7%	1.76	0.52
39	Skill in non-verbal communication	After Hire	46	71.0%	16.8%	12.1%	1.60	0.71
29	Knowledge of procedures and requirements for notifying SPOT transportation security manager (STSM), supervisory transportation security officer (STSO), or others, as appropriate	After Hire	45	69.8%	18.8%	11.3%	1.59	0.63
72	Ability to perform basic mental math to quickly calculate accrued behavior and appearance factor points	After Hire	44	81.4%	10.5%	8.2%	1.73	0.54
8	Knowledge of criteria for assigning the initial point	Initial	44	83.5%	8.0%	8.5%	1.75	0.51
12	Knowledge of unusual items	Initial	43	66.9%	20.1%	13.0%	1.54	0.68
70	Skill in quickly and accurately identifying similarities and differences from the baseline	After Hire	42	79.6%	12.7%	7.7%	1.72	0.55
84	Ability to see details at close range (i.e., within a few feet)	Hire	41	78.1%	15.1%	6.8%	1.71	0.58
33	Skill in identifying individuals who appear to be the subject of an AMBER Alert, law enforcement, or other intelligence-driven report	After Hire	41	50.5%	36.7%	12.9%	1.38	0.67
60	Skill in adapting behavior and work methods in response to new information, changing conditions, or unexpected obstacles	Hire	40	73.0%	18.7%	8.3%	1.65	0.61

NN-5

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Table NN-1: KSAO Linkage Results Summary (Continued)

KSAO			# of Tasks Linked to KSAO	Linkage Percent			Mean	
ID	Name	When Required?		Essential	Helpful	Not Relevant	M	SD
31	Knowledge of TSA transportation security policies, directives, and regulations	Hire	38	72.2%	21.3%	6.5%	1.66	0.57
54	Skill in sharing information, knowledge, and expertise with team members	Hire	35	76.8%	15.3%	7.9%	1.69	0.58
34	Skill in conducting an effective casual conversation to obtain resolution	Initial	34	75.6%	11.8%	12.6%	1.63	0.66
94	Command presence	Hire	33	75.1%	18.3%	6.6%	1.69	0.57
49	Skill in operating communication equipment (e.g., cell phone, two-way radio)	After Hire	33	66.9%	21.3%	11.7%	1.55	0.67
59	Skill in interacting with diverse individuals (e.g., differing backgrounds, ages)	Hire	31	77.7%	14.2%	8.0%	1.70	0.56
57	Skill in responding tactfully, sensitively, and appropriately, and treating others with respect	Hire	30	74.8%	17.3%	7.9%	1.67	0.58
85	Ability to see details at a distance (i.e., more than few feet away)	Hire	29	76.4%	19.5%	4.1%	1.72	0.51
13	Knowledge of permitted and prohibited items	Hire	29	79.3%	12.8%	7.9%	1.72	0.56
11	Knowledge of advanced behavior detection training (ABDT) or other behavior detection techniques	After Hire	28	40.6%	44.9%	14.5%	1.26	0.68
86	Ability to detect or tell the differences between (b)(3):49 U.S.C. § 114	After Hire	25	58.0%	22.8%	19.2%	1.39	0.79
88	Ability to (b)(3):49 U.S.C. § 114(r)	Hire	24	73.4%	19.3%	7.3%	1.66	0.60
91	Open-minded	Hire	24	71.5%	17.6%	11.0%	1.61	0.67

NN-6

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~~Sensitive Security Information (SSI)~~

**Table NN-1: KSAO Linkage Results Summary (Continued)**

KSAO			# of Tasks Linked to KSAO	Linkage Percent			Mean	
ID	Name	When Required?		Essential	Helpful	Not Relevant	M	SD
36	Skill in identifying fraudulent documents	After Hire	24	67.9%	16.8%	15.3%	1.53	0.68
18	Knowledge of other security or law enforcement entities, such as the FBI and local police, and their scope of responsibility and authority with respect to the work of BDOs	After Hire	24	53.2%	35.1%	11.7%	1.41	0.65
61	Skill in self-management, including displaying a high level of initiative and effort, and completing assignments in a timely manner	Hire	23	74.8%	15.7%	9.5%	1.66	0.62
71	Skill in thinking critically to identify solutions, conclusions, or approaches to problems	Hire	21	76.2%	17.3%	6.5%	1.70	0.56
97	Cultural sensitivity: Able to recognize variations among cultures and treat all people with respect	Hire	20	74.0%	15.3%	10.7%	1.63	0.66
96	Creativity: Able to come up with unusual or clever ideas about a situation or to develop creative ways to solve a problem	After Hire	19	56.4%	24.2%	19.5%	1.37	0.77
14	Knowledge of information on travel documents	Hire	19	81.5%	9.2%	9.3%	1.72	0.59
15	Knowledge of information on IDs	Hire	18	82.7%	8.8%	8.5%	1.74	0.53
16	Knowledge of characteristics of fraudulent documents	Hire	18	81.9%	11.2%	6.9%	1.75	0.52
23	Knowledge of screening procedures associated with discovery of prohibited items	Hire	17	80.1%	10.2%	9.6%	1.71	0.60
98	Stress tolerance: Able to accept criticism and deal calmly and effectively with high stress situations	Hire	16	76.1%	14.3%	9.6%	1.67	0.63
35	Skill in inspecting individuals' accessible property and/or carry-on baggage	Hire	15	81.9%	10.4%	7.7%	1.74	0.55

NN-7

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**Table NN-1: KSAO Linkage Results Summary (Continued)**

KSAO			# of Tasks Linked to KSAO	Linkage Percent			Mean	
ID	Name	When Required?		Essential	Helpful	Not Relevant	M	SD
102	Able to balance customer service with public safety	Hire	15	71.3%	17.6%	11.1%	1.60	0.68
42	Skill in reading and comprehension	Hire	13	78.5%	13.8%	7.7%	1.71	0.60
78	Ability to stand for long periods of time	Hire	13	75.4%	16.2%	8.4%	1.67	0.62
93	Flexibility	Hire	11	78.2%	17.6%	4.2%	1.74	0.50
53	Skill in motivating team members to accomplish group goals	After Hire	11	59.6%	23.3%	17.1%	1.42	0.70
62	Skill in managing one's own time	Hire	10	76.2%	17.3%	6.5%	1.70	0.55
21	Knowledge of procedures to inspect individuals' accessible property and/or carry-on baggage	Hire	10	86.7%	7.5%	5.8%	1.81	0.48
46	Skill in completing required documents and/or paperwork (e.g., SPOT Incident Reports, SPOT Referral Report)	After Hire	10	78.9%	13.5%	7.7%	1.71	0.53
37	Skill in written communication	Hire	9	83.6%	10.6%	5.8%	1.78	0.51
44	Skill in using software and electronic mail	Hire	8	83.5%	14.2%	2.3%	1.81	0.42
45	Skill in using job-specific software and applications (e.g., PARIS, SPOT database, on-line training programs)	After Hire	8	80.0%	17.0%	3.1%	1.77	0.43
48	Skill in using explosives trace detection (ETD) equipment to inspect baggage and accessible property	Hire	7	82.0%	8.6%	9.3%	1.73	0.61
19	Knowledge of proper alarm resolution procedures	Hire	7	78.6%	14.8%	6.6%	1.72	0.55

NN-8

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**Table NN-1: KSAO Linkage Results Summary (Continued)**

KSAO			Linkage					
ID	Name	When Required?	# of Tasks Linked to KSAO	Percent			Mean	
				Essential	Helpful	Not Relevant	M	SD
43	Skill in note-taking	Hire	7	74.7%	18.2%	7.1%	1.68	0.57
82	Ability to walk up to two (2) miles during a shift	Hire	6	74.3%	12.3%	13.4%	1.61	0.72
65	Skill in applying general rules to specific problems	Hire	6	72.3%	22.9%	4.8%	1.67	0.55
22	Knowledge of special category screening procedures, including, but not limited to, diplomatic pouches and hazardous materials	Hire	6	80.9%	13.6%	5.5%	1.76	0.53
83	Ability to walk more than two (2) miles during a shift	Hire	5	73.4%	12.4%	14.3%	1.59	0.74
87	Ability to perceive/distinguish colors (e.g., red, green, blue, yellow, orange, purple, brown, black, white, gray)	Hire	5	65.9%	23.6%	10.5%	1.55	0.68
47	Skill in using tools for examining IDs (e.g., black light, magnification loupe)	Hire	5	77.3%	14.7%	8.0%	1.69	0.61
50	Skill in creating and maintaining a culture that fosters high standards of ethics	Hire	3	90.6%	5.2%	4.2%	1.87	0.34
20	Knowledge of the procedures required in a security breach	Hire	3	91.7%	6.3%	2.1%	1.90	0.37
52	Skill in inspiring and fostering team commitment, spirit, pride, and trust	Hire	2	98.4%	0.0%	1.6%	1.97	0.18
103	Willingness to work a flexible schedule	Hire	2	73.4%	17.2%	9.4%	1.64	0.65

NN-9

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Table NN-1: KSAO Linkage Results Summary (Continued)

KSAO			Linkage					
ID	Name	When Required?	# of Tasks Linked to KSAO	Percent			Mean	
				Essential	Helpful	Not Relevant	M	SD
51	Skill in managing and resolving conflicts and disagreements among team members in a constructive manner	After Hire	2	90.6%	4.7%	4.7%	1.86	0.46
28	Knowledge of Identity Verification Call Center (IVCC) procedures	After Hire	2	51.6%	26.6%	21.9%	1.30	0.82
79	Ability to efficiently and thoroughly manipulate and lift baggage, containers, and other objects subject to security processing	Hire	1	69.7%	24.2%	6.1%	1.64	0.60

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NN-10

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## Appendix OO: Linkage Exercise Workshops: Results Summary by Tasks

OO-1

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## LINKAGE EXERCISE WORKSHOPS: RESULTS SUMMARY BY TASKS

Table OO-1: Task Linkage Results Summary

ID	Task Name	# of KSAOs Linked to Task	Linkage				
			Percent			Mean	
			Essential	Helpful	Not Relevant	M	SD
(b)(3):49 U.S.C. § 114(r)							

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Table OO-1: Task Linkage Results Summary (Continued)

Task		Linkage					
ID	Name	# of KSAOs Linked to Task	Percent			Mean	
			Essential	Helpful	Not Relevant	M	SD
(b)(3):49 U.S.C. § 114(r)							

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Table OO-1: Task Linkage Results Summary (Continued)

Task		Linkage					
ID	Name	# of KSAOs Linked to Task	Percent			Mean	
			Essential	Helpful	Not Relevant	M	SD

(b)(3):49 U.S.C. § 114(r)

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Table OO-1: Task Linkage Results Summary (Continued)

Task		Linkage					
ID	Name	# of KSAOs Linked to Task	Percent			Mean	
			Essential	Helpful	Not Relevant	M	SD
(b)(3):49 U.S.C. § 114(r)							

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OO-5

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**Table OO-1: Task Linkage Results Summary (Continued)**

Task		# of KSAOs Linked to Task	Linkage			Mean	
ID	Name		Percent			M	SD
			Essential	Helpful	Not Relevant		
(b)(3):49 U.S.C. § 114(r)							

OO-6

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Table OO-1: Task Linkage Results Summary (Continued)

Task		Linkage					
ID	Name	# of KSAOs Linked to Task	Percent			Mean	
			Essential	Helpful	Not Relevant	M	SD
(b)(3):49 U.S.C. § 114(r)							

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OO-7

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~~Sensitive Security Information (SSI)~~

Table OO-1: Task Linkage Results Summary (Continued)

Task		Linkage					
ID	Name	# of KSAOs Linked to Task	Percent			Mean	
			Essential	Helpful	Not Relevant	M	SD
(b)(3):49 U.S.C. § 114(r)							

OO-8

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~~Sensitive Security Information (SSI)~~

Table OO-1: Task Linkage Results Summary (Continued)

Task		Linkage					
ID	Name	# of KSAOs Linked to Task	Percent			Mean	
			Essential	Helpful	Not Relevant	M	SD
(b)(3):49 U.S.C. § 114(r)							

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OO-9

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~~Sensitive Security Information (SSI)~~

Table OO-1: Task Linkage Results Summary (Continued)

Task		Linkage					
ID	Name	# of KSAOs Linked to Task	Percent			Mean	
			Essential	Helpful	Not Relevant	M	SD

(b)(3):49 U.S.C. § 114(r)

(b)(3):49 U.S.C. § 114(r)							
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OO-10

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~~Sensitive Security Information (SSI)~~

Table OO-1: Task Linkage Results Summary (Continued)

Task		Linkage					
ID	Name	# of KSAOs Linked to Task	Percent			Mean	
			Essential	Helpful	Not Relevant	M	SD
(b)(3):49 U.S.C. § 114(r)							

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OO-11

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## Appendix PP: KSAO – Competency Crosswalk: Sample Matrix

PP-1

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Does this KSAO link to this competency? Strong Link = 2 Weak Link = 1 No Link = 0		TSA Core Competencies					
		1	2	3	4	5	6
Critical KSAOs		Accountability	Administration and Management	Arithmetic and Mathematical Reasoning	Attention to Detail	Coaching & Mentoring	Command Presence
<b>(TSA Competency Definitions)</b>		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.	Applies business and management principles involved in strategic planning, resource allocation, and coordination of people and resources in support of organizational operations.	Performs computations such as addition, subtraction, multiplication, and division correctly; solves practical problems by choosing appropriately from a variety of mathematical techniques such as formulas and percentages.	Is thorough and precise when accomplishing a task with concern for all aspects of the job involved; double-checks the accuracy of information and work products to provide consistently accurate and high-quality work.	Provides clear, behaviorally specific performance feedback; makes suggestions for improvement in a manner that builds confidence and preserves self-esteem; works with individuals to develop improvement plans and achieve performance goals.	Demonstrates confidence and credibility in presence, demeanor, and conduct in performance of duties within the work environment.
1	Knowledge of SPOT theory and program background						
2	Knowledge of stress cues and appearance factors						
3	Knowledge of fear cues and appearance factors						
4	Knowledge of deception cues and appearance factors						
5	Knowledge of the signs of deception (b)(3):49 (b)(3):49 U.S.C. § 114(r)						
6	Knowledge of critical and clustered categories of suicide bomber indicators						
7	Knowledge of the point values associated with behaviors and other criteria						
8	Knowledge of criteria for assigning the initial point						
9	Knowledge of criteria for points (b)(3):						
10	Knowledge of signs of possible surveillance activity by individuals						
11	Knowledge of advanced behavior detection training (ABDT) or other behavior detection techniques						
12	Knowledge of unusual items						

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## Appendix QQ: KSAO – Competency Crosswalk: Preliminary Linkages

QQ-1

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KSAO only Data				KSAO - Competency Preliminary Linkages								
#	Critical KSAOs	Importance Mean (1-5)	# of Links to Critical Tasks	2 = Competency Strongly Links to KSAO (ordered by strength of link)			1 = Competency Weakly Links to KSAO (ordered by strength of link)				Comments	
1	Professionalism	4.85	85				Interpersonal Skills*	Accountability				
2	Detail-oriented	4.65	82	Attention to Detail*			Conscientiousness	Visual Observation				
3	Able to multi-task	4.54	79	Multitasking*								
4	Able to work in a reliable, responsible, and dependable manner	4.72	78	Accountability	Conscientiousness		Self Management*	Attention to Detail*				
5	Honesty/Integrity	4.90	75	Integrity/Honesty			Conscientiousness	Self Management*	Accountability			
6	Knowledge of SPOT theory and program background	4.25	71				Technical Credibility					Technical Credibility? new Application of BDO SOP?
7	Knowledge of situations that require immediate LEO notification	4.86	71				Technical Credibility					Technical Credibility? new Application of BDO SOP?
8	Knowledge of the steps of the SPOT referral process	4.82	68				Technical Credibility					Technical Credibility? new Application of BDO SOP?
9	Skill in using visual sensory information to make comparisons and/or evaluations	4.35	68	Visual Observation			Critical Thinking	Problem Solving	Data Analysis			
10	Knowledge of LEO referral process	4.75	66				Technical Credibility					Technical Credibility? new Application of BDO SOP?
11	Skill in remembering factual information, including numbers and procedures	4.57	64				Technical Credibility					Technical Credibility? new competency?
12	Skill in determining the importance, accuracy, and effectiveness of data	4.39	64	Managing and Organizing Information	Critical Thinking	Data Analysis	Decisiveness (Decision Making)*	Risk Management				
13	Ability to retain and recall information	4.56	64				Technical Credibility					Technical Credibility? new Application of BDO SOP? other new competency?
14	Knowledge of reporting requirements and procedures	4.43	63				Technical Credibility					Technical Credibility? new Application of BDO SOP?
15	Ability to quickly make sense of, combine, and organize information	4.51	62				Technical Credibility					
16	Skill in clarifying information	4.60	61	Oral Communication*								
17	Skill in using combined information to draw a conclusion or to solve a problem	4.50	61	Problem Solving	Critical Thinking	Data Analysis	Decisiveness (Decision Making)*					
18	Skill in gathering and systematically maintaining data	4.35	59	Managing and Organizing Information	Data Analysis		Oral Communication*	Investigative Skills				
19	Knowledge of the point values associated with behaviors and other criteria	4.86	58				Technical Credibility					Technical Credibility? new Application of BDO SOP?
20	Able to work cooperatively with others to achieve shared goals	4.62	58	Teamwork*			Team Building	Situational Awareness				

KSAO only Data			KSAO - Competency Preliminary Linkages								
#	Critical KSAOs	Importance Mean (1-5)	# of Links to Critical Tasks	2 = Competency Strongly Links to KSAO (ordered by strength of link)		1 = Competency Weakly Links to KSAO (ordered by strength of link)				Comments	
21	Ability to maintain focus and awareness over long periods of time	4.67	57			Technical Credibility					
22	Knowledge of stress cues and appearance factors	4.88	56			Technical Credibility				Technical Credibility?	new Application of BDO SOP?
23	Knowledge of fear cues and appearance factors	4.88	56			Technical Credibility				Technical Credibility?	new Application of BDO SOP?
24	Knowledge of deception cues and appearance factors	4.67	56			Technical Credibility				Technical Credibility?	new Application of BDO SOP?
25	Skill in acting discretely when using quick reference materials on duty, communicating with other BDCs and TSOs, and holding casual conversations with travelers	4.57	56			Technical Credibility					
26	Skill in identifying behaviors and assigning the proper point value to them	4.89	55	Technical Credibility	Visual Observation	Attention to Detail*	Critical Thinking	Decisiveness (Decision Making)*	Data Analysis		
27	Ability to identify and focus on behaviors among other distracting information or stimuli	4.74	55	Visual Observation	Attention to Detail*	Technical Credibility					
28	Knowledge of latest security-related intelligence (e.g., amber alerts, bolos, terrorist organizations, gangs)	4.46	54			Technical Credibility	Incident Management			Technical Credibility?	new Application of BDO SOP?
29	Knowledge of critical and clustered categories of suicide bomber indicators	4.90	53			Technical Credibility				Technical Credibility?	new Application of BDO SOP?
30	Knowledge of signs of possible surveillance activity by individuals	4.80	51			Technical Credibility	Incident Management			Technical Credibility?	new Application of BDO SOP?
31	Skill in oral communication	4.65	51	Oral Communication*		Managing and Organizing Information	Influencing/ Negotiating	Training Instruction			
32	Skill in decision-making, including perceiving impact and implications of decisions, making effective and timely decisions, even when data are limited or solutions produce unpleasant consequences	4.60	51	Decisiveness (Decision Making)*		Critical Thinking	Risk Management				
33	Skill in working with minimal or no supervision	4.60	50	Accountability	Self Management*						
34	Knowledge of the signs of deception (b)(3):49 U.S.C. § 11131	4.86	49			Technical Credibility				Technical Credibility?	new Application of BDO SOP?
35	Skill in effective listening	4.69	49	Oral Communication*		Managing and Organizing Information					
36	Skill in recognizing people	4.36	48	Visual Observation		Attention to Detail*					
37	Knowledge of the procedures to determine baselines and deviations from baseline	4.76	47			Technical Credibility	Organizational Awareness			Technical Credibility?	new Application of BDO SOP?
38	Comfort with social interactions	4.59	47			Interpersonal Skills*	Command Presence	Partnering			
39	Knowledge of criteria for points (b)(3)	4.76	46			Technical Credibility				Technical Credibility?	new Application of BDO SOP?

KSAO only Data				KSAO - Competency Preliminary Linkages								
#	Critical KSAOs	Importance Mean (1-5)	# of Links to Critical Tasks	2 = Competency Strongly Links to KSAO (ordered by strength of link)			1 = Competency Weakly Links to KSAO (ordered by strength of link)				Comments	
40	Skill in non-verbal communication	4.51	46				Data Analysis					
41	Knowledge of procedures and requirements for notifying SPOT transportation security manager (STSM), supervisory transportation security officer (STSO), or others, as appropriate	4.44	45				Technical Credibility					Technical Credibility? new Application of BDO SOP?
42	Knowledge of criteria for assigning the initial point	4.77	44				Technical Credibility					Technical Credibility? new Application of BDO SOP?
43	Ability to perform basic mental math to quickly calculate accrued behavior and appearance factor points	4.63	44	Arithmetic and Mathematical Reasoning			Technical Credibility					
44	Knowledge of unusual items	4.62	43	Application of Screening Standard Operating Procedures*			Technical Credibility					Technical Credibility? new Application of BDO SOP?
45	Skill in quickly and accurately identifying similarities and differences from the baseline	4.66	42	Visual Observation	Technical Credibility		Attention to Detail*	Critical Thinking	Decisiveness (Decision Making)*	Situational Awareness	Data Analysis	
46	Skill in identifying individuals who appear to be the subject of an AMBER Alert, law enforcement, or other intelligence-driven report	4.52	41	Visual Observation	Technical Credibility		Attention to Detail*	Critical Thinking	Decisiveness (Decision Making)*	Incident Management	Data Analysis	
47	Ability to see details at close range (i.e., within a few feet)	4.41	41	Visual Observation			Technical Credibility					
48	Skill in adapting behavior and work methods in response to new information, changing conditions, or unexpected obstacles	4.49	40	Flexibility*			Resilience					
49	Knowledge of TSA transportation security policies, directives, and regulations	4.54	38	Application of Screening Standard Operating Procedures*	Security Directives and Regulations	Transportation Security Proficiency	Technical Credibility	Organizational Awareness				Technical Credibility? new Application of BDO SOP?
50	Skill in sharing information, knowledge, and expertise with team members	4.39	35				Teamwork*	Coaching & Mentoring	Developing Others			
51	Skill in conducting an effective casual conversation to obtain resolution	4.81	34	Technical Credibility	Investigative Skills		Influencing/Negotiating	Data Analysis	Oral Communication*	Attention to Detail*	Critical Thinking	
52	Skill in operating communication equipment (e.g., cell phone, two-way radio)	4.17	33	Technology Application	Security Equipment Proficiency							
53	Command presence	4.56	33	Command Presence								
54	Skill in interacting with diverse individuals (e.g., differing backgrounds, ages)	4.52	31	Diversity Awareness			Leveraging Diversity	Interpersonal Skills*				
55	Skill in responding tactfully, sensitively, and appropriately, and treating others with respect	4.63	30	Interpersonal Skills*			Diversity Awareness	Teamwork*				

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KSAO only Data				KSAO - Competency Preliminary Linkages							Comments	
#	Critical KSAOs	Importance Mean (1-5)	# of Links to Critical Tasks	2 = Competency Strongly Links to KSAO (ordered by strength of link)			1 = Competency Weakly Links to KSAO (ordered by strength of link)					
56	Knowledge of permitted and prohibited items	4.68	29	Application of Screening Standard Operating Procedures*			Technical Credibility					Technical Credibility? new application of BDO SOP?
57	Ability to see details at a distance (i.e., more than few feet away)	4.37	29	Visual Observation			Technical Credibility					new Physical Ability competency?
58	Knowledge of advanced behavior detection training (ABDT) or other behavior detection techniques	4.18	28				Technical Credibility					Technical Credibility? new application of BDO SOP?
59	Ability to detect or tell the differences between (b)(3):49 U.S.C. § 11	3.93	25				Technical Credibility					new Physical Ability competency?
60	Knowledge of other security or law enforcement entities, such as the FBI and local police, and their scope of responsibility and authority with respect to the work of BDOs	4.29	24	Security Components and Programs in DHS and Other Organizations	Transportation Security Proficiency		Technical Credibility	External Awareness	Organizational Awareness	Law Enforcement Proficiency	Security Directives and Regulations	Technical Credibility? new application of BDO SOP?
61	Skill in identifying fraudulent documents	4.71	24	Application of Screening Standard Operating Procedures*	Technical Credibility	Visual Observation	Reading	Critical Thinking	Data Analysis			
62	Ability to (b)(3):49 U.S.C.	4.23	24				Technical Credibility					new Physical Ability competency?
63	Open-minded	4.68	24				Flexibility*	Creativity and Innovation				
64	Skill in self-management, including displaying a high level of initiative and effort, and completing assignments in a timely manner	4.55	23	Self Management*	Conscientiousness	Accountability	Time Management					
65	Skill in thinking critically to identify solutions, conclusions, or approaches to problems	4.48	21	Critical Thinking	Problem Solving		Decisiveness (Decision Making)*					
66	Cultural sensitivity: Able to recognize variations among cultures and treat all people with respect	4.61	20	Diversity Awareness			Leveraging Diversity	Interpersonal Skills*				
67	Knowledge of information on travel documents	4.63	19	Application of Screening Standard Operating Procedures*								Technical Credibility? new application of BDO SOP?
68	Creativity: Able to come up with unusual or clever ideas about a situation or to develop creative ways to solve a problem	4.16	19	Creativity and Innovation								
69	Knowledge of information on IDs	4.63	18	Application of Screening Standard Operating Procedures*			Technical Credibility					Technical Credibility? new application of BDO SOP?

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KSAO only Data				KSAO - Competency Preliminary Linkages								
#	Critical KSAOs	Importance Mean (1-5)	# of Links to Critical Tasks	2 = Competency Strongly Links to KSAO (ordered by strength of link)			1 = Competency Weakly Links to KSAO (ordered by strength of link)				Comments	
70	Knowledge of characteristics of fraudulent documents	4.59	18	Application of Screening Standard Operating Procedures*			Technical Credibility					Technical Credibility? new Application of BDO SOP?
71	Knowledge of screening procedures associated with discovery of prohibited items	4.60	17	Application of Screening Standard Operating Procedures*			Technical Credibility	Security Directives and Regulations	Organizational Awareness			Technical Credibility? new Application of BDO SOP?
72	Stress tolerance: Able to accept criticism and deal calmly and effectively with high stress situations	4.62	16	Resilience			Multitasking*					
73	Skill in inspecting individuals' accessible property and/or carry-on baggage	4.73	15	Application of Screening Standard Operating Procedures*	Technical Credibility	Visual Observation	Data Analysis	Attention to Detail*	Critical Thinking			
74	Able to balance customer service with public safety	4.43	15	Customer Service			Multitasking*	Public Service Motivation				
75	Skill in reading and comprehension	4.50	13	Reading			Managing and Organizing Information					
76	Ability to stand for long periods of time	4.53	13				Technical Credibility					new Physical Ability competency?
77	Skill in motivating team members to accomplish group goals	4.27	11	Influencing/ Negotiating	Team Building		Coaching & Mentoring	Developing Others	Partnering			
78	Flexibility	4.61	11	Flexibility*			Resilience					
79	Knowledge of procedures to inspect individuals' accessible property and/or carry-on baggage	4.67	10				Technical Credibility	Security Directives and Regulations				Technical Credibility? new Application of BDO SOP?
80	Skill in completing required documents and/or paperwork (e.g., SPOT Incident Reports, SPOT Referral Report)	4.53	10	Technical Credibility			Written Communication	Reading	Managing and Organizing Information			
81	Skill in managing one's own time	4.53	10	Time Management	Self Management*	Accountability	Conscientiousness					
82	Skill in written communication	4.49	9	Written Communication			Managing and Organizing Information					
83	Skill in using software and electronic mail	4.00	8	Technology Application	Technical Credibility							
84	Skill in using job-specific software and applications (e.g., PARIS, SPOT database, on-line training programs)	4.07	8	Technology Application	Technical Credibility							
85	Knowledge of proper alarm resolution procedures	4.54	7	Application of Screening Standard Operating Procedures*			Incident Management	Technical Credibility	Security Directives and Regulations			Technical Credibility? new Application of BDO SOP?

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KSAO only Data				KSAO - Competency Preliminary Linkages								
#	Critical KSAOs	Importance Mean (1-5)	# of Links to Critical Tasks	2 = Competency Strongly Links to KSAO (ordered by strength of link)			1 = Competency Weakly Links to KSAO (ordered by strength of link)				Comments	
86	Skill in note-taking	4.31	7				Managing and Organizing Information					
87	Skill in using explosives trace detection (ETD) equipment to inspect baggage and accessible property	4.56	7	Technology Application	Security Equipment Proficiency	Application of Screening Standard Operating Procedures*	Technical Credibility					
88	Knowledge of special category screening procedures, including, but not limited to, diplomatic pouches and hazardous materials	4.43	6	Application of Screening Standard Operating Procedures*			Technical Credibility	Security Directives and Regulations				Technical Credibility? new Application of BDO SOP?
89	Skill in applying general rules to specific problems	4.25	6	Problem Solving			Critical Thinking					
90	Ability to walk up to two (2) miles during a shift	4.14	6				Technical Credibility					new Physical Ability competency?
91	Skill in using tools for examining IDs (e.g., black light, magnification loupe)	4.30	5	Security Equipment Proficiency	Application of Screening Standard Operating Procedures*		Technical Credibility					
92	Ability to walk more than two (2) miles during a shift	4.02	5				Technical Credibility					new Physical Ability competency?
93	Ability to perceive/distinguish colors (e.g., red, green, blue, yellow, orange, purple, brown, black, white, gray)	4.08	5	Visual Observation			Technical Credibility					new Physical Ability competency?
94	Knowledge of the procedures required in a security breach	4.65	3	Application of Screening Standard Operating Procedures*			Incident Management	Technical Credibility	Security Directives and Regulations			Technical Credibility? new Application of BDO SOP?
95	Skill in creating and maintaining a culture that fosters high standards of ethics	4.62	3				Integrity/Honesty	Accountability				
96	Knowledge of Identity Verification Call Center (IVCC) procedures	4.15	2	Application of Screening Standard Operating Procedures*			Technical Credibility	Security Directives and Regulations	Organizational Awareness			Technical Credibility? new Application of BDO SOP?
97	Skill in managing and resolving conflicts and disagreements among team members in a constructive manner	4.24	2	Conflict Management			Influencing/Negotiating					
98	Skill in inspiring and fostering team commitment, spirit, pride, and trust	4.36	2	Team Building			Influencing/Negotiating	Coaching & Mentoring				
99	Willingness to work a flexible schedule	4.32	2	Flexibility*								
100	Ability to efficiently and thoroughly manipulate and lift baggage, containers, and other objects subject to security processing	3.97	1				Technical Credibility					new Physical Ability competency?

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## Appendix RR: KSAO – Competency Crosswalk: Results Key

RR-1

~~Sensitive Security Information (SSI)~~

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## KSAO – COMPETENCY CROSSWALK: RESULTS KEY

### KSAOs

- Knowledge statements are in green
- Skills statements are in blue
- Abilities are listed in pink
- Other characteristics are listed in purple

### Competencies

- \* = One of Nine (9) critical competencies in the current BDO selection battery
  - *Attention to Detail*
  - *Decisiveness*
  - *Flexibility*
  - *Interpersonal Skills*
  - *Multi-tasking*
  - *Security Screening Policies, Procedures, and Equipment*
  - *Self Management*
  - *Teamwork*
  - *Oral Communication*
    - Note: each strongly linked to at least one KSAO
- ~~Strikethrough~~ = Few sites (3 or fewer of 7) from the Job Analysis Focus Groups agreed Competency was relevant to F or G band BDO job performance

### Rating Scale (used by AIR analysts to determine preliminary crosswalk linkages)

- KSAO “strongly links” to competency
  - *KSAO is the same as, or very similar to, the competency*
  - *There is a large degree of overlap between this competency and this KSAO*
- KSAO is “related, but not as strongly linked” to competency (i.e., weaker linkages)
  - *KSAO is similar to this competency, but not the same*
  - *There is some degree of overlap between this competency and this KSAO*

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**Appendix SS:  
KSAO – Competency Crosswalk:  
Final Linkages (KSAO View)**

SS-1

**Sensitive Security Information (SSI)**

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KSAO Only Data			KSAO - Competency Finalized Linkages										
#	Critical KSAOs	Importance Mean (1-5)	# of Links to Critical Tasks	2 = Competency Strongly Links to KSAO				1 = Competency Weakly Links to KSAO				Comments	
1	Professionalism	4.85	85	Command Presence				Interpersonal Skills*	Conscientiousness				Add professionalism to command presence?
2	Detail-oriented	4.65	82	Attention to Detail*	Visual Observation								Another sensory modality (e.g., like Visual Observation)?
3	Able to multi-task	4.54	79	Multitasking*	Situational Awareness			Time Management					Should Multitasking include a team component?
4	Able to work in a reliable, responsible, and dependable manner	4.72	78	Accountability	Conscientiousness			Self Management* (drop if change competency def)	Command Presence				Drop "demonstrates responsible behavior" from Self Management comp?
5	Honesty/Integrity	4.90	75	Integrity/Honesty				Conscientiousness					
6	Knowledge of SPOT theory and program background	4.25	71	Technical Credibility									
7	Knowledge of situations that require immediate LEO notification	4.86	71	Reworked "Application of SOP"	Technical Credibility	Security Directives and Regulations							Rename and rework Application of Screening SOP to be more inclusive of other jobs?
8	Knowledge of the steps of the SPOT referral process	4.82	68	Reworked "Application of SOP"	Technical Credibility								Rename and rework Application of Screening SOP to be more inclusive of other jobs?
9	Skill in using visual sensory information to make comparisons and/or evaluations	4.35	68	Visual Observation				Critical Thinking	Decisiveness (Decision Making)	Data Analysis	Situational Awareness		BDC-job specific
10	Knowledge of LEO referral process	4.75	66	Reworked "Application of SOP"	Technical Credibility								Rename and rework Application of Screening SOP to be more inclusive of other jobs?
11	Skill in remembering factual information, including numbers and procedures	4.57	64	Reworked "Application of SOP"				Decisiveness (Decision Making)					new competency? (memory)
12	Skill in determining the importance, accuracy, and effectiveness of data	4.39	64	Managing and Organizing Information	Critical Thinking			Problem Solving	Risk Management	Data Analysis			
13	Ability to retain and recall information	4.56	64	Reworked "Application of SOP"				Decisiveness (Decision Making)					Rename and rework Application of Screening SOP to be more inclusive of other jobs?
14	Knowledge of reporting requirements and procedures	4.43	63	Reworked "Application of SOP"	Technical Credibility								Rename and rework Application of Screening SOP to be more inclusive of other jobs?
15	Ability to quickly make sense of, combine, and organize information	4.51	62	Situational Awareness	Decisiveness (Decision Making)								
16	Skill in clarifying information	4.60	61	Oral Communication*	Written Communication								
17	Skill in using combined information to draw a conclusion or to solve a problem	4.50	61	Problem Solving	Critical Thinking			Data Analysis					
18	Skill in gathering and systematically maintaining data	4.35	59	Managing and Organizing Information				Data Analysis	Oral Communication*				
19	Knowledge of the point values associated with behaviors and other criteria	4.86	58	Reworked "Application of SOP"	Technical Credibility								Rename and rework Application of Screening SOP to be more inclusive of other jobs?

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KSAO Only Data			KSAO - Competency Finalized Linkages								
#	Critical KSAOs	Importance Mean (1-5)	# of Links to Critical Tasks	2 = Competency Strongly Links to KSAO			1 = Competency Weakly Links to KSAO			Comments	
20	Able to work cooperatively with others to achieve shared goals	4.62	58	Teamwork*				Partnering			
21	Ability to maintain focus and awareness over long periods of time	4.67	57					Conscientiousness	Self Management	Situational Awareness	new competency? (concentration, vigilance)
22	Knowledge of stress cues and appearance factors	4.88	56	Reworked "Application of SOP"	Technical Credibility						Rename and Rework Application of Screening SOP to be more inclusive of other jobs?
23	Knowledge of fear cues and appearance factors	4.88	56	Reworked "Application of SOP"	Technical Credibility						Rename and Rework Application of Screening SOP to be more inclusive of other jobs?
24	Knowledge of deception cues and appearance factors	4.87	56	Reworked "Application of SOP"	Technical Credibility						Rename and Rework Application of Screening SOP to be more inclusive of other jobs?
25	Skill in acting discreetly when using quick reference materials on duty, communicating with other BDOs and TSOs, and holding casual conversations with travelers	4.57	56	Reworked "Application of SOP"	Technical Credibility						new competency?
26	Skill in identifying behaviors and assigning the proper point value to them	4.89	55	Technical Credibility	Visual Observation	Reworked "Application of SOP"		Critical Thinking	Attention to Detail	Data Analysis	Rename and Rework Application of Screening SOP to be more inclusive of other jobs?
27	Ability to identify and focus on behaviors among other distracting information or stimuli	4.74	55	Visual Observation				Attention to Detail	Situational Awareness		new competency? (concentration, vigilance)
28	Knowledge of latest security-related intelligence (e.g., amber alerts, bores, terrorist organizations, gangs)	4.46	54	External Awareness				Incident Management			
29	Knowledge of critical and clustered categories of suicide bomber indicators	4.90	53	Reworked "Application of SOP"	Technical Credibility						Rename and Rework Application of Screening SOP to be more inclusive of other jobs?
30	Knowledge of signs of possible surveillance activity by individuals	4.80	51	Reworked "Application of SOP"	Technical Credibility			Incident Management			Rename and Rework Application of Screening SOP to be more inclusive of other jobs?
31	Skill in oral communication	4.65	51	Oral Communication*				Managing and Organizing Information			
32	Skill in decision-making, including perceiving impact and implications of decisions; making effective and timely decisions, even when data are limited or solutions produce unpleasant consequences	4.60	51	Decisiveness (Decision Making)*				Risk Management			
33	Skill in working with minimal or no supervision	4.60	50	Self Management*				Accountability	Conscientiousness		
34	Knowledge of the signs of deception (b)(3):49 U.S.C.	4.86	49	Reworked "Application of SOP"	Technical Credibility						Rename and Rework Application of Screening SOP to be more inclusive of other jobs?
35	Skill in effective listening	4.69	49	Oral Communication*				Managing and Organizing Information	Interpersonal Skills		
36	Skill in recognizing people	4.36	48	Visual Observation				Attention to Detail*			
37	Knowledge of the procedures to determine baselines and deviations from baseline	4.76	47	Reworked "Application of SOP"	Technical Credibility						Rename and Rework Application of Screening SOP to be more inclusive of other jobs?

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KSAO Only Data			KSAO - Competency Finalized Linkages												
#	Critical KSAOs	Importance Mean (1-5)	# of Links to Critical Tasks	2 = Competency Strongly Links to KSAO					1 = Competency Weakly Links to KSAO					Comments	
38	Comfort with social interactions	4.59	47							Interpersonal Skills*	Command Presence	Oral Communication*			New competency to get at sociability
39	Knowledge of criteria for points (b)(3):	4.76	46	Reworked "Application of SOP"	Technical Credibility										Rename and rework Application of Screening SOP to be more inclusive of other jobs?
40	Skill in non-verbal communication	4.51	46							Interpersonal Skills	Managing and Organizing Information	Visual Observation			Combine this skill with #25?
41	Knowledge of procedures and requirements for notifying SPOT, transportation security manager (STSM), supervisory transportation security officer (STSO), or others, as appropriate	4.44	45	Reworked "Application of SOP"	Technical Credibility	Security Directives and Regulations									Rename and rework Application of Screening SOP to be more inclusive of other jobs?
42	Knowledge of criteria for assigning the initial point	4.77	44	Reworked "Application of SOP"	Technical Credibility										Rename and rework Application of Screening SOP to be more inclusive of other jobs?
43	Ability to perform basic mental math to quickly calculate accrued behavior and appearance factor points	4.63	44	Arithmetic and Mathematical Reasoning											
44	Knowledge of unusual items	4.62	43	Reworked "Application of SOP"	Technical Credibility					Application of Screening Standard Operating Procedures*					Rename and rework Application of Screening SOP to be more inclusive of other jobs?
45	Skill in quickly and accurately identifying similarities and differences from the baseline	4.66	42	Visual Observation	Technical Credibility	Situational Awareness	Reworked "Application of SOP"			Attention to Detail*	Critical Thinking	Decisiveness (Decision Making)*	Data Analysis		Rename and rework Application of Screening SOP to be more inclusive of other jobs?
46	Skill in identifying individuals who appear to be the subject of an AMBER Alert, law enforcement, or other intelligence-driven report	4.52	41	Visual Observation	Incident Management	Security Directives and Regulations				Attention to Detail*	Critical Thinking				
47	Ability to see details at close range (i.e., within a few feet)	4.41	41	Visual Observation											medical standard
48	Skill in adapting behavior and work methods in response to new information, changing conditions, or unexpected obstacles	4.49	40	Flexibility*						Resilience					
49	Knowledge of TSA transportation security policies, directives, and regulations	4.54	38	Application of Screening Standard Operating Procedures*	Security Directives and Regulations	Reworked "Application of SOP"				Technical Credibility	Organizational Awareness	Transportation Security Proficiency			Rename and rework Application of Screening SOP to be more inclusive of other jobs? Rework Transportation Security Proficiency to include application of?
50	Skill in sharing information, knowledge, and expertise with team members	4.39	35	Teamwork*						Coaching & Mentoring	Oral Communication*	Written Communication			
51	Skill in conducting an effective casual conversation to obtain resolution	4.81	34	Technical Credibility	Investigative Skills	Reworked "Application of SOP"	Data Analysis	Oral Communication*	Influencing/Negotiating	Critical Thinking	Interpersonal Skills			Rename and rework Application of Screening SOP to be more inclusive of other jobs? If Influencing/Negotiating was split, Influencing would be a strong link	

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KSAO Only Data			KSAO - Competency Finalized Linkages										
#	Critical KSAOs	Importance Mean (1-5)	# of Links to Critical Tasks	2 = Competency Strongly Links to KSAO				1 = Competency Weakly Links to KSAO				Comments	
52	Skill in operating communication equipment (e.g., cell phone, two-way radio)	4.17	33	Technology Application	Security Equipment Proficiency								
53	Command presence	4.56	33	Command Presence									
54	Skill in interacting with diverse individuals (e.g., differing backgrounds, ages)	4.52	31	Diversity Awareness	Interpersonal Skills*			Flexibility*					
55	Skill in responding tactfully, sensitively, and appropriately, and treating others with respect	4.63	30	Interpersonal Skills*				Diversity Awareness	Oral Communication				
56	Knowledge of permitted and prohibited items	4.68	29	Application of Screening Standard Operating Procedures*	Reworked "Application of SOP"	Security Directives and Regulations		Technical Credibility					Rename and rework Application of Screening SOP to be more inclusive of other jobs?
57	Ability to see details at a distance (i.e., more than few feet away)	4.37	29	Visual Observation									medical standard
58	Knowledge of advanced behavior detection training (ABDT) or other behavior detection techniques	4.18	28					Technical Credibility					may not be a generally applicable knowledge
59	Ability to detect or tell the differences between (b)(3)-49 ILS (b)(3)	3.93	25	Reworked "Application of SOP"				Technical Credibility	Attention to Detail				Rename and rework Application of Screening SOP to be more inclusive of other jobs? medical standard?
60	Knowledge of other security or law enforcement entities, such as the FBI and local police, and their scope of responsibility and authority with respect to the work of BDOs	4.29	24	Security Components and Programs in DHS and Other Organizations	Transportation Security Proficiency			Organizational Awareness					
61	Skill in identifying fraudulent documents	4.71	24	Application of Screening Standard Operating Procedures*	Reworked "Application of SOP"	Reading		Critical Thinking	Data Analysis	Technical Credibility	Visual Observation		Rename and rework Application of Screening SOP to be more inclusive of other jobs?
62	Ability to (b)(3)-49 ILS	4.23	24	Reworked "Application of SOP"	Technical Credibility								Rename and rework Application of Screening SOP to be more inclusive of other jobs?
63	Open-minded	4.68	24	Flexibility*				Creativity and Innovation	Diversity Awareness	Conflict Management			
64	Skill in self-management, including displaying a high level of initiative and effort, and completing assignments in a timely manner	4.55	23	Self Management*	Conscientiousness			Time Management	Accountability				
65	Skill in thinking critically to identify solutions, conclusions, or approaches to problems	4.48	21	Critical Thinking	Problem Solving								
66	Cultural sensitivity: Able to recognize variations among cultures and treat all people with respect	4.61	20	Diversity Awareness				Interpersonal Skills*					
67	Knowledge of information on travel documents	4.63	19	Application of Screening Standard Operating Procedures*	Reworked "Application of SOP"			Technical Credibility					Rename and rework Application of Screening SOP to be more inclusive of other jobs?

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KSAO Only Data			KSAO - Competency Finalized Linkages											
#	Critical KSAOs	Importance Mean (1-5)	# of Links to Critical Tasks	2 = Competency Strongly Links to KSAO					1 = Competency Weakly Links to KSAO				Comments	
68	Creativity: Able to come up with unusual or clever ideas about a situation or to develop creative ways to solve a problem	4.16	19	Creativity and Innovation						Problem Solving				Problem Solving - solution generation - if PS asmt included a creativity component
69	Knowledge of information on IDs	4.63	18	Application of Screening Standard Operating Procedures*	Reworked "Application of SOP"					Technical Credibility				Rename and rework Application of Screening SOP to be more inclusive of other jobs?
70	Knowledge of characteristics of fraudulent documents	4.69	18	Application of Screening Standard Operating Procedures*	Reworked "Application of SOP"					Technical Credibility				Rename and rework Application of Screening SOP to be more inclusive of other jobs?
71	Knowledge of screening procedures associated with discovery of prohibited items	4.60	17	Application of Screening Standard Operating Procedures*	Reworked "Application of SOP"					Technical Credibility	Security Directives and Regulations			Rename and rework Application of Screening SOP to be more inclusive of other jobs?
72	Stress tolerance: Able to accept criticism and deal calmly and effectively with high stress situations	4.62	16	Resilience						Command Presence				
73	Skill in inspecting individuals' accessible property and/or carry-on baggage	4.73	15	Application of Screening Standard Operating Procedures*	Technical Credibility	Reworked "Application of SOP"				Data Analysis	Attention to Detail*	Critical Thinking	Visual Observation	Rename and rework Application of Screening SOP to be more inclusive of other jobs?
74	Able to balance customer service with public safety	4.43	15	Customer Service	Public Service Motivation					Multitasking*				
75	Skill in reading and comprehension	4.50	13	Reading						Managing and Organizing Information				
76	Ability to stand for long periods of time	4.53	13							Technical Credibility				medical standard
77	Skill in motivating team members to accomplish group goals	4.27	11	Influencing/ Negotiating	Team Building					Coaching & Mentoring				
78	Flexibility	4.61	11	Flexibility*						Resilience				
79	Knowledge of procedures to inspect individuals' accessible property and/or carry-on baggage	4.67	10	Application of Screening Standard Operating Procedures*	Reworked "Application of SOP"					Technical Credibility	Security Directives and Regulations			Rename and rework Application of Screening SOP to be more inclusive of other jobs?
80	Skill in completing required documents and/or paperwork (e.g., SPOT Incident Reports, SPOT Referral Report)	4.53	10	Technical Credibility	Reworked "Application of SOP"	Written Communication	Managing and Organizing Information			Reading				Rename and rework Application of Screening SOP to be more inclusive of other jobs?
81	Skill in managing one's own time	4.53	10	Time Management	Self Management*					Conscientiousness	Accountability	Multitasking		
82	Skill in written communication	4.49	9	Written Communication						Managing and Organizing Information				
83	Skill in using software and electronic mail	4.00	8	Technology Application						Written Communication				

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KSAO Only Data				KSAO - Competency Finalized Linkages										
#	Critical KSAOs	Importance Mean (1-5)	# of Links to Critical Tasks	2 = Competency Strongly Links to KSAO				1 = Competency Weakly Links to KSAO				Comments		
84	Skill in using job-specific software and applications (e.g., PARIS, SPOT database, on-line training programs)	4.07	8	Technology Application	Reworked "Application of SOP"					Technical Credibility				Rename and rework Application of Screening SOP to be more inclusive of other jobs?
85	Knowledge of proper alarm resolution procedures	4.54	7	Application of Screening Standard Operating Procedures*						Incident Management	Technical Credibility	Security Directives and Regulations		Rename and rework Application of Screening SOP to be more inclusive of other jobs?
86	Skill in note-taking	4.31	7	Written Communication						Managing and Organizing Information				
87	Skill in using explosives trace detection (ETD) equipment to inspect baggage and accessible property	4.56	7	Security Equipment Proficiency	Reworked "Application of SOP"	Application of Screening Standard Operating Procedures*				Technical Credibility	Technology Application			Rename and rework Application of Screening SOP to be more inclusive of other jobs?  Note: ETD is also used to inspect people now
88	Knowledge of special category screening procedures, including, but not limited to, diplomatic pouches and hazardous materials	4.43	6	Application of Screening Standard Operating Procedures*	Reworked "Application of SOP"					Technical Credibility	Security Directives and Regulations	Incident Management		
89	Skill in applying general rules to specific problems	4.25	6	Problem Solving						Critical Thinking				
90	Ability to walk up to two (2) miles during a shift	4.14	6							Technical Credibility				medical standard
91	Skill in using tools for examining IDs (e.g., black light, magnification loupe)	4.30	5	Security Equipment Proficiency	Application of Screening Standard Operating Procedures*	Reworked "Application of SOP"				Technology Application				Rename and rework Application of Screening SOP to be more inclusive of other jobs?
92	Ability to walk more than two (2) miles during a shift	4.02	5							Technical Credibility				medical standard
93	Ability to perceive/distinguish colors (e.g. red, green, blue, yellow, orange, purple, brown, black, white, gray)	4.08	5							Visual Observation				medical standard
94	Knowledge of the procedures required in a security breach	4.65	3	Application of Screening Standard Operating Procedures*	Reworked "Application of SOP"					Incident Management	Technical Credibility	Security Directives and Regulations		Rename and rework Application of Screening SOP to be more inclusive of other jobs?
95	Skill in creating and maintaining a culture that fosters high standards of ethics	4.62	3							Integrity/Honesty	Conscientiousness	Diversity Awareness		
96	Knowledge of Identity Verification Call Center (IVCC) procedures	4.15	2	Application of Screening Standard Operating Procedures*	Reworked "Application of SOP"					Technical Credibility	Security Directives and Regulations			Rename and rework Application of Screening SOP to be more inclusive of other jobs?
97	Skill in managing and resolving conflicts and disagreements among team members in a constructive manner	4.24	2	Conflict Management						Influencing/Negotiating	Interpersonal Skills			

KSAO Only Data				KSAO - Competency Finalized Linkages									
#	Critical KSAOs	Importance Mean (1-5)	# of Links to Critical Tasks	2 = Competency Strongly Links to KSAO				1 = Competency Weakly Links to KSAO				Comments	
98	Skill in inspiring and fostering team commitment, spirit, pride, and trust	4.36	2	Team Building				Coaching & Mentoring	Interpersonal Skills				
99	Willingness to work a flexible schedule	4.32	2	Flexibility*									
100	Ability to efficiently and thoroughly manipulate and lift baggage, containers, and other objects subject to security processing	3.97	1					Technical Credibility					medical standard

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**Appendix TT:  
KSAO – Competency Crosswalk:  
Final Linkages (Competency View)**

TT-1

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## KSAO – COMPETENCY CROSSWALK: FINAL LINKAGES (COMPETENCY VIEW)

Table TT-1. Finalized KSAO – Competency Crosswalk: Competency View

TSA Competency		Strong KSAO - Competency Links "2"	Weaker KSAO - Competency Links "1"
<b>1</b>	<b>Accountability</b> (Core Competency)	4. Able to work in a reliable, responsible, and dependable manner	33. Skill in working with minimal or no supervision
			64. Skill in self-management, including displaying a high level of initiative and effort, and completing assignments in a timely manner
			81. Skill in managing one's own time
<b>2</b>	<b>Administration and Management</b> (Core Competency)	No KSAOs linked to this competency	
<b>3</b>	<b>Application of Screening Standard Operating Procedures</b> (Technical Competency)	49. Knowledge of TSA transportation security policies, directives, and regulations	44. Knowledge of unusual items
		56. Knowledge of permitted and prohibited items	
		61. Skill in identifying fraudulent documents	
		67. Knowledge of information on travel documents	
		69. Knowledge of information on IDs	
		70. Knowledge of characteristics of fraudulent documents	
		71. Knowledge of screening procedures associated with discovery of prohibited items	

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**Table TT-1. Finalized KSAO – Competency Crosswalk: Competency View (Continued)**

TSA Competency		Strong KSAO - Competency Links "2"	Weaker KSAO - Competency Links "1"
<b>3</b>	<b>Application of Screening Standard Operating Procedures</b> (Technical Competency) (cont.)	73. Skill in inspecting individuals' accessible property and/or carry-on baggage	
		79. Knowledge of procedures to inspect individuals' accessible property and/or carry-on baggage	
		85. Knowledge of proper alarm resolution procedures	
		87. Skill in using explosives trace detection (ETD) equipment to inspect baggage and accessible property	
		88. Knowledge of special category screening procedures, including, but not limited to, diplomatic pouches and hazardous materials	
		91. Skill in using tools for examining IDs (e.g., black light, magnification loupe)	
		94. Knowledge of the procedures required in a security breach	
	96. Knowledge of Identity Verification Call Center (IVCC) procedures		
<b>4</b>	<b>Arithmetic and Mathematical Reasoning</b> (Core Competency)	43. Ability to perform basic mental math to quickly calculate accrued behavior and appearance factor points	
<b>5</b>	<b>Attention to Detail</b> (Core Competency)	2. Detail-oriented	26. Skill in identifying behaviors and assigning the proper point value to them
			27. Ability to identify and focus on behaviors among other distracting information or stimuli
			36. Skill in recognizing people

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**Table TT-1. Finalized KSAO – Competency Crosswalk: Competency View (Continued)**

TSA Competency		Strong KSAO - Competency Links "2"	Weaker KSAO - Competency Links "1"
5	<b>Attention to Detail</b> (Core Competency) (cont.)		45. Skill in quickly and accurately identifying similarities and differences from the baseline
			46. Skill in identifying individuals who appear to be the subject of an AMBER Alert, law enforcement, or other intelligence-driven report
			59. Ability to detect or tell the differences between (b)(3):49 U.S.C. § 114(r)
			73. Skill in inspecting individuals' accessible property and/or carry-on baggage
6	<b>Coaching &amp; Mentoring</b> (Core Competency)		50. Skill in sharing information, knowledge, and expertise with team members
			77. Skill in motivating team members to accomplish group goals
			98. Skill in inspiring and fostering team commitment, spirit, pride, and trust
7	<b>Command Presence</b> (Core Competency)	1. Professionalism	4. Able to work in a reliable, responsible, and dependable manner
		53. Command presence	38. Comfort with social interactions
			72. Stress tolerance: Able to accept criticism and deal calmly and effectively with high stress situations
8	<b>Conflict Management</b> (Core Competency)	97. Skill in managing and resolving conflicts and disagreements among team members in a constructive manner	63. Open-minded

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**Table TT-1. Finalized KSAO – Competency Crosswalk: Competency View (Continued)**

TSA Competency		Strong KSAO - Competency Links "2"	Weaker KSAO - Competency Links "1"
9	<b>Conscientiousness</b> (Core Competency)	4. Able to work in a reliable, responsible, and dependable manner	1. Professionalism
		64. Skill in self-management, including displaying a high level of initiative and effort, and completing assignments in a timely manner	5. Honesty/Integrity
			21. Ability to maintain focus and awareness over long periods of time
			33. Skill in working with minimal or no supervision
			81. Skill in managing one's own time
		95. Skill in creating and maintaining a culture that fosters high standards of ethics	
10	<b>Continual Learning</b> (Core Competency)	No KSAOs linked to this competency	
11	<b>Creativity and Innovation</b> (Core Competency)	68. Creativity: Able to come up with unusual or clever ideas about a situation or to develop creative ways to solve a problem	63. Open-minded
12	<b>Critical Thinking</b> (Core Competency)	12. Skill in determining the importance, accuracy, and effectiveness of data	9. Skill in using visual sensory information to make comparisons and/or evaluations
		17. Skill in using combined information to draw a conclusion or to solve a problem	26. Skill in identifying behaviors and assigning the proper point value to them
		65. Skill in thinking critically to identify solutions, conclusions, or approaches to problems	45. Skill in quickly and accurately identifying similarities and differences from the baseline
			46. Skill in identifying individuals who appear to be the subject of an AMBER Alert, law enforcement, or other intelligence-driven report

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**Table TT-1. Finalized KSAO – Competency Crosswalk: Competency View (Continued)**

TSA Competency		Strong KSAO - Competency Links "2"	Weaker KSAO - Competency Links "1"
12	<b>Critical Thinking</b> (Core Competency) (cont.)		51. Skill in conducting an effective casual conversation to obtain resolution
			61. Skill in identifying fraudulent documents
			73. Skill in inspecting individuals' accessible property and/or carry-on baggage
			89. Skill in applying general rules to specific problems
13	<b>Customer Service</b> (Core Competency)	74. Able to balance customer service with public safety	
14	<b>Data Analysis</b> (Technical Competency)	51. Skill in conducting an effective casual conversation to obtain resolution	9. Skill in using visual sensory information to make comparisons and/or evaluations
			12. Skill in determining the importance, accuracy, and effectiveness of data
			17. Skill in using combined information to draw a conclusion or to solve a problem
			18. Skill in gathering and systematically maintaining data
			26. Skill in identifying behaviors and assigning the proper point value to them
			45. Skill in quickly and accurately identifying similarities and differences from the baseline
			61. Skill in identifying fraudulent documents
73. Skill in inspecting individuals' accessible property and/or carry-on baggage			

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**Table TT-1. Finalized KSAO – Competency Crosswalk: Competency View (Continued)**

TSA Competency		Strong KSAO - Competency Links "2"	Weaker KSAO - Competency Links "1"
15	<b>Decisiveness (Decision Making)</b> (Core Competency)	15. Ability to quickly make sense of, combine, and organize information	9. Skill in using visual sensory information to make comparisons and/or evaluations
		32. Skill in decision-making, including perceiving impact and implications of decisions; making effective and timely decisions, even when data are limited or solutions produce unpleasant consequences	11. Skill in remembering factual information, including numbers and procedures
			13. Ability to retain and recall information
			45. Skill in quickly and accurately identifying similarities and differences from the baseline
16	<b>Developing Others</b> (Core Competency)	No KSAOs linked to this competency	
17	<b>Diversity Awareness</b> (Core Competency)	54. Skill in interacting with diverse individuals (e.g., differing backgrounds, ages)	55. Skill in responding tactfully, sensitively, and appropriately, and treating others with respect
		66. Cultural sensitivity: Able to recognize variations among cultures and treat all people with respect	63. Open-minded
			95. Skill in creating and maintaining a culture that fosters high standards of ethics
18	<b>Entrepreneurship</b> (Core Competency)	No KSAOs linked to this competency	
19	<b>External Awareness</b> (Core Competency)	28. Knowledge of latest security-related intelligence (e.g., amber alerts, bolos, terrorist organizations, gangs)	
20	<b>Financial Management</b> (Technical Competency)	No KSAOs linked to this competency	

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**Table TT-1. Finalized KSAO – Competency Crosswalk: Competency View (Continued)**

TSA Competency		Strong KSAO - Competency Links "2"	Weaker KSAO - Competency Links "1"
21	<b>Flexibility</b> (Core Competency)	48. Skill in adapting behavior and work methods in response to new information, changing conditions, or unexpected obstacles	54. Skill in interacting with diverse individuals (e.g., differing backgrounds, ages)
		63. Open-minded	
		78. Flexibility	
		99. Willingness to work a flexible schedule	
22	<b>Government Administrative Systems</b> (Technical Competency)	No KSAOs linked to this competency	
23	<b>Human Capital Management</b> (Technical Competency)	No KSAOs linked to this competency	
24	<b>Incident Management</b> (Core Competency)	46. Skill in identifying individuals who appear to be the subject of an AMBER Alert, law enforcement, or other intelligence-driven report	28. Knowledge of latest security-related intelligence (e.g., amber alerts, bolos, terrorist organizations, gangs)
			30. Knowledge of signs of possible surveillance activity by individuals
			85. Knowledge of proper alarm resolution procedures
			88. Knowledge of special category screening procedures, including, but not limited to, diplomatic pouches and hazardous materials
		94. Knowledge of the procedures required in a security breach	

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**Table TT-1. Finalized KSAO – Competency Crosswalk: Competency View (Continued)**

TSA Competency		Strong KSAO - Competency Links "2"	Weaker KSAO - Competency Links "1"
25	<b>Influencing/ Negotiating</b> (Core Competency)	77. Skill in motivating team members to accomplish group goals	51. Skill in conducting an effective casual conversation to obtain resolution
			97. Skill in managing and resolving conflicts and disagreements among team members in a constructive manner
26	<b>Integrity/Honesty</b> (Core Competency)	5. Honesty/Integrity	95. Skill in creating and maintaining a culture that fosters high standards of ethics
27	<b>Interpersonal Skills</b> (Core Competency)	54. Skill in interacting with diverse individuals (e.g., differing backgrounds, ages)	1. Professionalism
		55. Skill in responding tactfully, sensitively, and appropriately, and treating others with respect	35. Skill in effective listening
			38. Comfort with social interactions
			40. Skill in non-verbal communication
			51. Skill in conducting an effective casual conversation to obtain resolution
			66. Cultural sensitivity: Able to recognize variations among cultures and treat all people with respect
			97. Skill in managing and resolving conflicts and disagreements among team members in a constructive manner
28	<b>Investigative Skills</b> (Technical Competency)	51. Skill in conducting an effective casual conversation to obtain resolution	98. Skill in inspiring and fostering team commitment, spirit, pride, and trust

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Table TT-1. Finalized KSAO – Competency Crosswalk: Competency View (Continued)

TSA Competency		Strong KSAO - Competency Links "2"	Weaker KSAO - Competency Links "1"
29	<b>Law Enforcement Proficiency</b> (Technical Competency)	No KSAOs linked to this competency	
30	<b>Leveraging Diversity</b> (Core Competency)	No KSAOs linked to this competency	
31	<b>Managing and Organizing Information</b> (Core Competency)	12. Skill in determining the importance, accuracy, and effectiveness of data	31. Skill in oral communication
		18. Skill in gathering and systematically maintaining data	35. Skill in effective listening
31	<b>Managing and Organizing Information</b> (Core Competency) (cont.)	80. Skill in completing required documents and/or paperwork (e.g. SPOT, Incident Reports, SPOT Referral Report)	40. Skill in non-verbal communication
			75. Skill in reading and comprehension
			82. Skill in written communication
32	<b>Multitasking</b> (Core Competency)	3. Able to multi-task	74. Able to balance customer service with public safety
			81. Skill in managing one's own time
33	<b>Occupational Safety and Health Policies and Procedures</b> (Technical Competency)	No KSAOs linked to this competency	

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**Table TT-1. Finalized KSAO – Competency Crosswalk: Competency View (Continued)**

TSA Competency		Strong KSAO - Competency Links "2"	Weaker KSAO - Competency Links "1"
34	<b>Operations Management</b> (Technical Competency)	No KSAOs linked to this competency	
35	<b>Oral Communication</b> (Core Competency)	16. Skill in clarifying information	18. Skill in gathering and systematically maintaining data
		31. Skill in oral communication	38. Comfort with social interactions
		35. Skill in effective listening	50. Skill in sharing information, knowledge, and expertise with team members
		51. Skill in conducting an effective casual conversation to obtain resolution	55. Skill in responding tactfully, sensitively, and appropriately, and treating others with respect
36	<b>Organizational Awareness</b> (Core Competency)		49. Knowledge of TSA transportation security policies, directives, and regulations
			60. Knowledge of other security or law enforcement entities, such as the FBI and local police, and their scope of responsibility and authority with respect to the work of BDOs
37	<b>Partnering</b> (Core Competency)		20. Able to work cooperatively with others to achieve shared goals
38	<b>Planning and Evaluating</b> (Core Competency)	No KSAOs linked to this competency	
39	<b>Political Savvy</b> (Core Competency)	No KSAOs linked to this competency	

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**Table TT-1. Finalized KSAO – Competency Crosswalk: Competency View (Continued)**

TSA Competency		Strong KSAO - Competency Links "2"	Weaker KSAO - Competency Links "1"
40	<b>Problem Solving</b> (Core Competency)	17. Skill in using combined information to draw a conclusion or to solve a problem	12. Skill in determining the importance, accuracy, and effectiveness of data
		65. Skill in thinking critically to identify solutions, conclusions, or approaches to problems	68. Creativity: Able to come up with unusual or clever ideas about a situation or to develop creative ways to solve a problem
		89. Skill in applying general rules to specific problems	
41	<b>Public Service Motivation</b> (Core Competency)	74. Able to balance customer service with public safety	
42	<b>Reading</b> (Core Competency)	61. Skill in identifying fraudulent documents	80. Skill in using job-specific software and applications (e.g., PARIS, SPOT database, on-line training programs)
		75. Skill in reading and comprehension	
43	<b>Resilience</b> (Technical Competency)	72. Stress tolerance: Able to accept criticism and deal calmly and effectively with high stress situations	48. Skill in adapting behavior and work methods in response to new information, changing conditions, or unexpected obstacles
			78. Flexibility
44	<b>Respecting Privacy and Preserving Freedoms</b> (Technical Competency)	No KSAOs linked to this competency	
45	<b>Risk Management</b> (Technical Competency)		12. Skill in determining the importance, accuracy, and effectiveness of data
			32. Skill in decision-making, including perceiving impact and implications of decisions; making effective and timely decisions, even when data are limited or solutions produce unpleasant consequences

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Table TT-1. Finalized KSAO – Competency Crosswalk: Competency View (Continued)

TSA Competency		Strong KSAO - Competency Links "2"	Weaker KSAO - Competency Links "1"
46	<b>Security Components and Programs in DHS and Other Organizations</b> (Technical Competency)	60. Knowledge of other security or law enforcement entities, such as the FBI and local police, and their scope of responsibility and authority with respect to the work of BDOs	
47	<b>Security Directives and Regulations</b> (Technical Competency)	7. Knowledge of situations that require immediate LEO notification	71. Knowledge of screening procedures associated with discovery of prohibited items
		41. Knowledge of procedures and requirements for notifying SPOT transportation security manager (STSM), supervisory transportation security officer (STSO), or others, as appropriate	79. Knowledge of procedures to inspect individuals' accessible property and/or carry-on baggage
		46. Skill in identifying individuals who appear to be the subject of an AMBER Alert, law enforcement, or other intelligence-driven report	85. Knowledge of proper alarm resolution procedures
		56. Knowledge of permitted and prohibited items	88. Knowledge of special category screening procedures, including, but not limited to, diplomatic pouches and hazardous materials
			94. Knowledge of the procedures required in a security breach
		96. Knowledge of Identity Verification Call Center (IVCC) procedures	
48	<b>Security Equipment Proficiency</b> (Technical Competency)	52. Skill in operating communication equipment (e.g., cell phone, two-way radio)	
		87. Skill in using explosives trace detection (ETD) equipment to inspect baggage and accessible property	
		91. Skill in using tools for examining IDs (e.g., black light, magnification loupe)	

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**Table TT-1. Finalized KSAO – Competency Crosswalk: Competency View (Continued)**

TSA Competency		Strong KSAO - Competency Links "2"	Weaker KSAO - Competency Links "1"
49	<b>Self Management</b> (Core Competency)	33. Skill in working with minimal or no supervision	4. Able to work in a reliable, responsible, and dependable manner
		64. Skill in self-management, including displaying a high level of initiative and effort, and completing assignments in a timely manner	21. Ability to maintain focus and awareness over long periods of time
		81. Skill in managing one's own time	
50	<b>Situational Awareness</b> (Core Competency)	3. Able to multi-task	9. Skill in using visual sensory information to make comparisons and/or evaluations
		15. Ability to quickly make sense of, combine, and organize information	21. Ability to maintain focus and awareness over long periods of time
		45. Skill in quickly and accurately identifying similarities and differences from the baseline	27. Ability to identify and focus on behaviors among other distracting information or stimuli
51	<b>Strategic Thinking</b> (Core Competency)	No KSAOs linked to this competency	
52	<b>Team Building</b> (Core Competency)	77. Skill in motivating team members to accomplish group goals	
		98. Skill in inspiring and fostering team commitment, spirit, pride, and trust	
53	<b>Teamwork</b> (Core Competency)	20. Able to work cooperatively with others to achieve shared goals	
		50. Skill in sharing information, knowledge, and expertise with team members	
54	<b>Technical Credibility</b> (Technical Competency)	6. Knowledge of SPOT theory and program background	49. Knowledge of TSA transportation security policies, directives, and regulations
		7. Knowledge of situations that require immediate LEO notification	56. Knowledge of permitted and prohibited items

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**Table TT-1. Finalized KSAO – Competency Crosswalk: Competency View (Continued)**

TSA Competency		Strong KSAO - Competency Links "2"	Weaker KSAO - Competency Links "1"
54	Technical Credibility (Technical Competency) (cont.)	8. Knowledge of the steps of the SPOT referral process	58. Knowledge of advanced behavior detection training (ABDT) or other behavior detection techniques
		10. Knowledge of LEO referral process	59. Ability to detect or tell the differences between (b)(3):49 U.S.C. § 114(r)
		14. Knowledge of reporting requirements and procedures	61. Skill in identifying fraudulent documents
		19. Knowledge of the point values associated with behaviors and other criteria	67. Knowledge of information on travel documents
		22. Knowledge of stress cues and appearance factors	69. Knowledge of information on IDs
		23. Knowledge of fear cues and appearance factors	70. Knowledge of characteristics of fraudulent documents
		24. Knowledge of deception cues and appearance factors	71. Knowledge of screening procedures associated with discovery of prohibited items
		25. Skill in acting discretely when using quick reference materials on duty, communicating with other BDOs and TSOs, and holding casual conversations with travelers	76. Ability to stand for long periods of time
		26. Skill in identifying behaviors and assigning the proper point value to them	79. Knowledge of procedures to inspect individuals' accessible property and/or carry-on baggage
		29. Knowledge of critical and clustered categories of suicide bomber indicators	84. Skill in using job-specific software and applications (e.g., PARIS, SPOT database, on-line training programs)
		30. Knowledge of signs of possible surveillance activity by individuals	85. Knowledge of proper alarm resolution procedures
		34. Knowledge of the signs of deception (b)(3):49 U.S.C. § 114(r)	87. Skill in using explosives trace detection (ETD) equipment to inspect baggage and accessible property

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**Table TT-1. Finalized KSAO – Competency Crosswalk: Competency View (Continued)**

TSA Competency		Strong KSAO - Competency Links "2"	Weaker KSAO - Competency Links "1"
54	Technical Credibility (Technical Competency) (cont.)	37. Knowledge of the procedures to determine baselines and deviations from baseline	88. Knowledge of special category screening procedures, including, but not limited to, diplomatic pouches and hazardous materials
		39. Knowledge of criteria for points (b)(3):49 U.S.C. § 114	90. Ability to walk up to two (2) miles during a shift
		41. Knowledge of procedures and requirements for notifying SPOT transportation security manager (STSM), supervisory transportation security officer (STSO), or others, as appropriate	92. Ability to walk more than two (2) miles during a shift
		42. Knowledge of criteria for assigning the initial point	94. Knowledge of the procedures required in a security breach
		44. Knowledge of unusual items	96. Knowledge of Identity Verification Call Center (IVCC) procedures
		45. Skill in quickly and accurately identifying similarities and differences from the baseline	100. Ability to efficiently and thoroughly manipulate and lift baggage, containers, and other objects subject to security processing
		51. Skill in conducting an effective casual conversation to obtain resolution	
		62. Ability to (b)(3):49 U.S.C. § 114(r)	
	73. Skill in inspecting individuals' accessible property and/or carry-on baggage		
55	Technology Application (Technical Competency)	52. Skill in operating communication equipment (e.g., cell phone, two-way radio)	87. Skill in using explosives trace detection (ETD) equipment to inspect baggage and accessible property
		83. Skill in using software and electronic mail	91. Skill in using tools for examining IDs (e.g., black light, magnification loupe)
		84. Skill in using job-specific software and applications (e.g., PARIS, SPOT database, on-line training programs)	

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**Table TT-1. Finalized KSAO – Competency Crosswalk: Competency View (Continued)**

TSA Competency		Strong KSAO - Competency Links "2"	Weaker KSAO - Competency Links "1"
56	<b>Technology Management</b> (Technical Competency)	No KSAOs linked to this competency	
57	<b>Time Management</b> (Core Competency)	81. Skill in managing one's own time	3. Able to multi-task
			64. Skill in self-management, including displaying a high level of initiative and effort, and completing assignments in a timely manner
58	<b>Training Development</b> (Core Competency)	No KSAOs linked to this competency	
59	<b>Training Instruction</b> (Core Competency)	No KSAOs linked to this competency	
60	<b>Transportation Security Proficiency</b> (Technical Competency)	60. Knowledge of other security or law enforcement entities, such as the FBI and local police, and their scope of responsibility and authority with respect to the work of BDOs	49. Knowledge of TSA transportation security policies, directives, and regulations
		No KSAOs linked to this competency	
61	<b>Vision</b> (Core Competency)	No KSAOs linked to this competency	
62	<b>Visual Observation</b> (Technical Competency)	2. Detail-oriented	40. Skill in non-verbal communication
		9. Skill in using visual sensory information to make comparisons and/or evaluations	61. Skill in identifying fraudulent documents
		26. Skill in identifying behaviors and assigning the proper point value to them	73. Skill in inspecting individuals' accessible property and/or carry-on baggage

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**Table TT-1. Finalized KSAO – Competency Crosswalk: Competency View (Continued)**

TSA Competency		Strong KSAO - Competency Links "2"	Weaker KSAO - Competency Links "1"
62	<b>Visual Observation</b> (Technical Competency) (cont.)	27. Ability to identify and focus on behaviors among other distracting information or stimuli	93. Ability to perceive/distinguish colors (e.g., red, green, blue, yellow, orange, purple, brown, black, white, gray)
		36. Skill in recognizing people	
		45. Skill in quickly and accurately identifying similarities and differences from the baseline	
		46. Skill in identifying individuals who appear to be the subject of an AMBER Alert, law enforcement, or other intelligence-driven report	
		47. Ability to see details at close range (i.e., within a few feet)	
		57. Ability to see details at a distance (i.e., more than few feet away)	
63	<b>Written Communication</b> (Core Competency)	16. Skill in clarifying information	50. Skill in sharing information, knowledge, and expertise with team members
		80. Skill in using job-specific software and applications (e.g., PARIS, SPOT database, on-line training programs)	83. Skill in using software and electronic mail
		82. Skill in written communication	
		86. Skill in note-taking	
64	<b>Application of Position-Specific SOP</b> (Proposed Competency)	7. Knowledge of situations that require immediate LEO notification	
		8. Knowledge of the steps of the SPOT referral process	
		10. Knowledge of LEO referral process	

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**Table TT-1. Finalized KSAO – Competency Crosswalk: Competency View (Continued)**

TSA Competency		Strong KSAO - Competency Links "2"	Weaker KSAO - Competency Links "1"
65	<b>Application of Position-Specific SOP</b> (Proposed Competency) (cont.)	11. Skill in remembering factual information, including numbers and procedures	
		13. Ability to retain and recall information	
		14. Knowledge of reporting requirements and procedures	
		19. Knowledge of the point values associated with behaviors and other criteria	
		22. Knowledge of stress cues and appearance factors	
		23. Knowledge of fear cues and appearance factors	
		24. Knowledge of deception cues and appearance factors	
		25. Skill in acting discretely when using quick reference materials on duty, communicating with other BDOs and TSOs, and holding casual conversations with travelers	
		26. Skill in identifying behaviors and assigning the proper point value to them	
		29. Knowledge of critical and clustered categories of suicide bomber indicators	
		30. Knowledge of signs of possible surveillance activity by individuals	
	34. Knowledge of the signs of deception (b)(3):49 U.S.C. § 114(r)		

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**Table TT-1. Finalized KSAO – Competency Crosswalk: Competency View (Continued)**

TSA Competency	Strong KSAO - Competency Links "2"	Weaker KSAO - Competency Links "1"
<b>65</b>  <b>Application of Position-Specific SOP</b> (Proposed Competency) (cont.)	37. Knowledge of the procedures to determine baselines and deviations from baseline	
	39. Knowledge of criteria for points (b)(3):49	
	41. Knowledge of procedures and requirements for notifying SPOT transportation security manager (STSM), supervisory transportation security officer (STSO), or others, as appropriate	
	42. Knowledge of criteria for assigning the initial point	
	44. Knowledge of unusual items	
	45. Skill in quickly and accurately identifying similarities and differences from the baseline	
	49. Knowledge of TSA transportation security policies, directives, and regulations	
	51. Skill in conducting an effective casual conversation to obtain resolution	
	56. Knowledge of permitted and prohibited items	
	59. Ability to detect or tell the differences between (b)(3):49 U.S.C. § 114(r)	
	61. Skill in identifying fraudulent documents	
	62. Ability to (b)(3):49 U.S.C. § 114(r)	
69. Knowledge of information on IDs		

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**Table TT-1. Finalized KSAO – Competency Crosswalk: Competency View (Continued)**

TSA Competency		Strong KSAO - Competency Links "2"	Weaker KSAO - Competency Links "1"
65	<b>Application of Position-Specific SOP</b> (Proposed Competency) (cont.)	70. Knowledge of characteristics of fraudulent documents	
		71. Knowledge of screening procedures associated with discovery of prohibited items	
		73. Skill in inspecting individuals' accessible property and/or carry-on baggage	
		79. Knowledge of procedures to inspect individuals' accessible property and/or carry-on baggage	
		84. Skill in using job-specific software and applications (e.g., PARIS, SPOT database, on-line training programs)	
		87. Skill in using explosives trace detection (ETD) equipment to inspect baggage and accessible property	
		88. Knowledge of special category screening procedures, including, but not limited to, diplomatic pouches and hazardous materials	
		91. Skill in using tools for examining IDs (e.g., black light, magnification loupe)	
		94. Knowledge of the procedures required in a security breach	
		96. Knowledge of Identity Verification Call Center (IVCC) procedures	
65	<b>Memorization</b> (Proposed Competency)	11. Skill in remembering factual information, including numbers and procedures	

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**Table TT-1. Finalized KSAO – Competency Crosswalk: Competency View (Continued)**

TSA Competency		Strong KSAO - Competency Links "2"	Weaker KSAO - Competency Links "1"
66	<b>Vigilance</b> (Proposed Competency)	21. Ability to maintain focus and awareness over long periods of time	
		27. Ability to identify and focus on behaviors among other distracting information or stimuli	
67	<b>Discretion</b> (Proposed Competency)	25. Skill in acting discretely when using quick reference materials on duty, communicating with other BDOs and TSOs, and holding casual conversations with travelers	
68	<b>Extraversion</b> (Proposed Competency)	38. Comfort with social interactions	
69	<b>Auditory Observation</b> (Proposed Competency)	2. Detail-oriented	
70	<b>Olfactory Observation</b> (Proposed Competency)	2. Detail-oriented	

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~~Sensitive Security Information (SSI)~~

**Appendix UU:  
KSAO – Competency Crosswalk:  
Proposed Additions to TSA Competencies**

~~Sensitive Security Information (SSI)~~

UU-1

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## KSAO – COMPETENCY CROSSWALK: PROPOSED ADDITIONS TO TSA COMPETENCIES

Table UU-1. Proposed Additions to TSA Competencies

Title	Definition	Purpose
<b>Memorization</b>	Remembers factual information, including numbers and procedures; recalls information verbatim, when necessary.	The following KSAO was not covered by the current TSA Core and Technical Competency Catalogs: "Skill in remembering factual information, including numbers and procedures"
<b>Vigilance</b>	Maintains attention, alertness, concentration, and/or focus over prolonged periods of time; maintains a high level of attention to detail over prolonged periods of time.	The following KSAOs were not covered by the current TSA Core and Technical Competency Catalogs: "Ability to identify and focus on behaviors among other distracting information or stimuli" "Ability to maintain focus and awareness over long periods of time"
<b>Discretion</b>	Recognizes situations that require circumspect behavior; carries out duties in a covert manner, when necessary.	The following KSAO was not covered by the current TSA Core and Technical Competency Catalogs: "Skill in acting discretely when using quick reference materials on duty, communicating with other BDOs and TSOs, and holding casual conversations with travelers"
<b>Extraversion</b>	Is comfortable with social interaction; feels at ease approaching others to obtain information; acts assertively when necessary.	The following KSAO was not covered by the current TSA Core and Technical Competency Catalogs: "Comfort with social interactions"
<b>Auditory Observation</b>	Takes in and recalls incoming auditory sensory information and uses it to make predictions, comparisons, and/or evaluations; recognizes differences or similarities in sound; discerns between relevant cues or information and irrelevant or distracting information.	The KSAO "detail-oriented" strongly linked to the "Visual Observation" competency because of the need for BDOs to make detailed observations of their environment when conducting SPOT; there is a need for additional competencies to cover other important senses (i.e., hearing).
<b>Olfactory Observation</b>	Takes in and recalls incoming olfactory sensory information and uses it to make predictions, comparisons, and/or evaluations; recognizes differences or similarities in smell; discerns between relevant cues or information and irrelevant or distracting information.	The KSAO "detail-oriented" strongly linked to the "Visual Observation" competency because of the need for BDOs to make detailed observations of their environment when conducting SPOT; there is a need for additional competencies to cover other important senses (i.e., smelling).

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~~Sensitive Security Information (SSI)~~

**Appendix VV:  
KSAO – Competency Crosswalk:  
Proposed Changes to TSA Competencies**

VV-1

~~Sensitive Security Information (SSI)~~

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## KSAO – COMPETENCY CROSSWALK: PROPOSED CHANGES TO TSA COMPETENCIES

**Table VV-1. Proposed Changes to TSA Competencies**

Current TSA Competency/Definition	Change Proposed	Purpose	Suggested Competency/Definition
<p><b>Application of Screening Standard Operating Procedures:</b> Applies knowledge of permitted and prohibited items and current Standardized Operating Procedures (SOP) to include security breach, current performance protocols (e.g., hand wand techniques and special search methods), information on travel documents and procedures for reporting equipment failure.</p>	<p>Create a more generic "Application of SOP" competency to replace this Screening-specific competency.</p>	<p>It will be useful to apply this competency to all positions, rather than just Screening.</p>	<p><b>Application of Position-Specific SOP:</b> Retains and implements knowledge of all position-specific Standardized Operating Procedures (SOP) to applicable aspects of current position.</p>
<p><b>Command Presence:</b> Demonstrates confidence and credibility in presence, demeanor, and conduct in performance of duties within the work environment.</p>	<p>Add "professionalism" to the definition of this competency.</p>	<p>This competency represents professionalism in many positions; important to include it explicitly in the competency.</p>	<p><b>Command Presence:</b> Demonstrates confidence, credibility, and professionalism in presence, demeanor, and conduct in performance of duties within the work environment.</p>
<p><b>Diversity Awareness:</b> Recognizes variations among cultures and treats all people with respect; establishes and maintains effective working relationships with people from different backgrounds; provides a supportive work environment for the multicultural workforce by showing sensitivity to individual differences and treating others fairly; values and encourages varied perspectives, unique skills, and talents.</p>	<p>Remove "provides a supportive work environment for the multicultural workforce".</p>	<p>This portion of the definition is too high level; belongs with the higher level "Leveraging Diversity" competency.</p>	<p><b>Diversity Awareness:</b> Recognizes variations among cultures and treats all people with respect; establishes and maintains effective working relationships with people from different backgrounds; shows sensitivity to individual differences and treating others fairly; values and encourages varied perspectives, unique skills, and talents.</p>

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Table VV-1. Proposed Changes to TSA Competencies (Continued)

Current TSA Competency/Definition	Change Proposed	Purpose	Suggested Competency/Definition
<b>Influencing/Negotiating:</b> Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals.	Separate " <b>Influencing</b> " and " <b>Negotiating</b> " into two distinct competencies.	The current competency is double-barreled.	<b>Influencing:</b> Persuades others. <b>Negotiating:</b> Builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals.
<b>Self Management:</b> Sets well-defined and realistic personal goals; displays a high level of initiative, effort, and commitment towards completing assignments in a timely manner; works with minimal supervision; is motivated to achieve; demonstrates responsible behavior.	Remove "demonstrates responsible behavior" from current definition.	Demonstrating responsible behavior is covered by the " <b>Accountability</b> " competency. It is redundant to include it in the " <b>Self Management</b> " competency.	<b>Self Management:</b> Sets well-defined and realistic personal goals; displays a high level of initiative, effort, and commitment towards completing assignments in a timely manner; works with minimal supervision; is motivated to achieve.
<b>Transportation Security Proficiency:</b> Understands the range of security issues, threats, and challenges facing TSA; the roles of other federal, state, and local government agencies in addressing them; and the frameworks for effectively analyzing and addressing them.	Change "Understands" to "Applies knowledge of".	The competencies title mentions "proficiency" which indicates applying knowledge, rather than just having knowledge.	<b>Transportation Security Proficiency:</b> Applies knowledge of the range of security issues, threats, and challenges facing TSA; the roles of other federal, state, and local government agencies in addressing them; and the frameworks for effectively analyzing and addressing them.

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