

## SECTION A: PROGRAM OFFICE TALKING POINTS

Working in pairs is essential to conducting effective SPOT activities. As in any professional dynamic, you do not always get to select your partner, and you may have very different working personalities. While diverse personalities are a great benefit in the workplace, if we do not know how to recognize the strength and weaknesses each personality brings to the table, it can be a missed opportunity to study other styles and enhance your own work techniques. It is important that you and your partner understand the difference in style to ensure there is good communication and the work flow appears seamless, particularly when conducting a referral and casual conversation. Good BDOs are intuitive about their partners and can sense when someone is struggling with casual conversation or in building rapport with the passenger. The BDO who is aware of different personality types is able to assist their partner without appearing abrasive or overly aggressive. Consequently, a confident BDO is also comfortable enough to realize when something isn't working in the referral, isn't easily offended by the help, and appreciates the support. The key to successfully managing these varied personality types is keeping an open mind when your partner has a different approach or thought process. This will make him/her feel respected and valuable when you work together. You can achieve this with open discussion, or through designed exercises to identify and explore personality differences.

**TIP OF THE DAY:** When describing a suspicious individual, avoid using words that are not applicable to the SPOT process. For example, reframe from using words such as 'sketchy' or other words that are an attempt to describe suspicious behaviors. **In all cases, articulate what is observed to those with a need to know as per the SPOT SOP. Often observations articulated either verbally conveyed or documented may be requested for legal review, it is extremely important to remain consistent with SPOT related language.**

## SECTION B: BDO SPOTLIGHT/RECOGNITION



**BDO Managers:** please take the time to acknowledge the name of each Behavior Detection Officer, the airport of record, and their exceptional work by sharing spotlights and best practices with your workforce. Should you have information you would like to place into this section please forward an email to [SPOT.training@dhs.gov](mailto:SPOT.training@dhs.gov)

The following summaries identify exemplary conduct by our BDO team with the most notable performance indicators (not in any specific level of importance) shown to the left of the summary.

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**BOS-BDO assists to save an individual's life**

Submitted by STSM Jason Sun:

On August 14, BDOs (b)(6) and (b)(6) were conducting (b)(3):49 U.S.C. § 114(r) in the public area. While in the parking garage, BDOs (b)(6) and (b)(6) were flagged down by a woman to respond to her ailing husband. BDOs (b)(6) and (b)(6) responded quickly and called Massachusetts State Police and Massport EMS for assistance. Just before emergency services arrived, the husband stopped breathing. A defibrillator was used and successfully brought the husband back to life. Within thirty minutes, the ailing gentleman was stable enough to be transported to the hospital for further medical treatment. The swift actions of BDO (b)(6) and BDO (b)(6) were truly lifesaving. Had they delayed their actions by any amount the outcome from this incident could have been very different. Kudos to BDOs (b)(6) and (b)(6).

**Program Office Notes:**

Conducting playbook activities provides us an added opportunity to be in several locations to observe the traveling public. In this instance, the aforementioned BDOs had the opportunity to become engaged in a critical event. With the prompt action and swift thinking of both BDOs-their actions played a vital role in saving an individual's life. **Great job BOS!**

<input type="checkbox"/> Superb Walk the line Engagement	<input checked="" type="checkbox"/> Outstanding Teamwork
<input checked="" type="checkbox"/> Exceptional Critical Thinking	<input type="checkbox"/> Enhanced Stakeholder Relationships
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(b)  
(3): BDOs (drug paraphernalia discovery and teamwork)

(b)(6)

Submitted by STSM John Debar:

(b)(3):49 U.S.C. § 114(r),(b)(6)

Program Office Notes:

The above incident highlights the BDOs focus and ability to conduct a referral seamless without rushing the screening process. Additionally, by walking the line and continuing to observe the passenger, the individual was referred for SPOT screening. This highlights the above BDOs teamwork and ability to apply the SPOT process. **Great job** (b)(3):49

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## SECTION C: MONTHLY SCENERIO DISCUSSION

The following section provides a scenario discussion to have with your BDO staff. As such, BDOs will receive OLC credit for having received the briefing/discussion via the OLC.

Guidance:

- 1) BDO Managers, please provide the briefing to your BDOs and record their names/date- The following scenario is for September.
- 2) At the completion of having reviewed the scenario-please provide your BDO names to your TSA airport Training Coordinator who will then enter the information into the OLC. Entries into the OLC correlate to the ID number of the scenario. The ID number can be located at the top of the scenario. (Please note the BDA Program Office will provide a message to the STSMs when the ID number has been created into the OLC. We anticipate this will be completed by 9/3)
- 3) Please ensure entries have been made into the OLC by the close of September.

Should you have any questions or concerns please contact the BDA office at [SPOT.training@dhs.gov](mailto:SPOT.training@dhs.gov)

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**GROUP DISCUSSION: BDO Scenario 001-Walk the line**

You are often teamed up with the same BDO partner every day. However this week, your STSM has rotated the BDOs providing the opportunity for all BDOs to work together to further build teamwork and familiarity. As such, you and your partner respond to the checkpoint and have a brief discussion about the environmental baseline. Your partner indicates that he will remain near the TDC while you walk the line. After having walked the line for several rotations, you realize your partner is hesitant in performing this function. How would you engage your partner and what guidance would you provide?

(STSMs-Allow the group to discuss the situation prior to reviewing the key ideas in number 2.....)

**# 2 STSM review the key ideas with your team**

- A) BDO partner indicates that he does not like to walk the line-(Would you continue to walk the line to avoid a potential confrontation or would you engage your partner?) *(Should you engage your partner and inquire why he or she does not prefer to perform the function?) (Perhaps it is a misunderstanding of the overall importance of walking the line) (Should you demonstrate the function to provide some mentoring and assist to build teamwork?) (If applicable should you engage management who could further assist to review walk the line with the BDO team?)*

B) (b)(3):49 U.S.C. § 114(r)

- C) Request a BDO in your discussion to demonstrate walking the line for group

**Take away:**

As BDOs work in pairs-take time to understand your partner to further foster relationships. In addition, avoid delaying engagements with your teams to have a better understanding of their strengths and weaknesses.

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## SECTION D: EXECUTIVE SUMMARY/RECENT BDO FINDINGS

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## SECTION A: PROGRAM OFFICE TALKING POINTS

**Why ENGAGE?** It is not necessarily what we say during the initial engagement as it is more importantly one's reaction to what was conveyed. Additionally, even if one is not displaying any behaviors, engagement may in some cases act as an initial stress point that may foster behaviors. ***It is through our daily walking the line and brief engagements that not only afford the opportunity to observe for behaviors; however helps to mitigate potential security concerns in the travel public and to enhance TSA's ability to detect a potential insider threat.*** As you know, an airport is much like a community where in most cases everyone knows one another or recognizes one another. There are store owners, vendors, a networked structure of both security and non-security related entities and individuals who transit through on a daily basis. Understanding the environmental baselines and building relationships will help to enhance the overall security posture.

**How do we engage the traveling public and stakeholders?** *Simple-Brief engagements...This is accomplished through walking the line and engaging our stakeholders on a daily basis.* (b) (3)

(b)(3):49 U.S.C. § 114(r)

(b)(3):49 U.S.C. § 1

To become very familiar and confident in applying these techniques-seek opportunities to engage. Over time, this skillset will become easier and the ability to apply behavior observation as a force multiplier will enhance your overall skillset.

**How can I do a better job of engaging?**

**Traveling public Engagement**-Identify potential questions or phrases... (b)(3):49 U.S.C. § 114(r)

(b)(3):49 U.S.C. § 114(r)

**Stakeholder Engagement** -In your travels throughout the airport during your layered security efforts

(b)(3):49 U.S.C. § 114(r)

**TIP OF THE DAY:** *Become confident in what you do. Should you work with a partner who most often conducts walk the line-or conducts casual conversation-ensure to rotate for greater opportunity to strengthen the skill set. It is through our daily engagement that will enhance your ability to be comfortable in any setting.*

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## SECTION B: HIGHLIGHTS/SPOTLIGHT



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(b) (6) -Great Attention to Detail and Reporting

BDOs: (b)(6)

STSM: Nicolau Vicente

(b)(3):49 U.S.C. § 114(r),(b)(6)

### Program Office Notes:

Upon review and receipt of the incident report for this referral, FAMs federal law enforcement went out of their way to provide feedback to the BDA Program Office. They commended the BDOs involved in this incident, and wanted to pass on their gratitude to the "TSA Personnel involved in this encounter for their attentiveness, the actions they took, and the quality of their after action reporting."

The (b) (6) report included quality photocopies and attachments that can help identify relevant facts and the narration/disposition was void of opinions and language that can distract from keeping with the facts. **Great attention to detail!**

The Law Enforcement compliments should also assure the workforce that the reports you place in TISS are being reviewed, and it can help law enforcement understand what took place and when, so that they can "connect the dots". Ultimately, the start-to-finish actions of (b) (6) BDO helped to increase our credibility with our law enforcement partners and indicated the importance of what you do. Way to Go (b)(3):4

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## **SECTION C: EXECUTIVE SUMMARY/RECENT BDO FINDINGS**

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### Who's in YOUR network?

So why do we need a network? Why create a security system comprised of layers and varying roles? How does teamwork & communication enable us to become unpredictable and engaged to defeat the terrorist intent?

It is no secret that those wishing to cause us harm consistently study our security process with the hope of defeating our SOP and remaining undetected. The enemy's goal is to cause a catastrophe that weakens the American economy and disrupts our way of life. From what we've seen thus far, terrorists will attempt to inject the system with several methods of attack to deceive and penetrate.

### How can a networked security model enhance the overall security posture?

- As a group (TSA whole and with our security stakeholders)-We are stronger
- Networking promotes interaction, engagement and awareness
- As a moving target with many layers we will remain difficult to defeat

Our agency created a system of 20 layers of security, all designed to secure our aviation system. In a combination of applying the layers, our security posture is multiplied, creating a much stronger, formidable system. A terrorist who has to overcome multiple security layers in order to carry out an attack is more likely to be pre-empted, deterred, or defeated should an attack be initiated.

### So where and how do BDOs fit in?

BDOs are a flexible and engaged resource that provides the opportunity to apply behavior observation in a risk based layered approach. In addition to providing coverage on the security checkpoints, BDOs are a viable resource that participate in security efforts, such as VIPRs, TSA Security Playbook and other mission support as designated by the FSD.

### How can you foster/build a strong network?

*Become familiar with-and engage-*

- Your teammates
- Those who work at your airport
- Law enforcement entities at your airport

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### Dayton International Airport-Great Community Engagement

**BDO:** (b)(6)

**Submitted by STSM:** Brian Adkins

On September 9<sup>th</sup>, EBDO (b)(6) caught the attention of his management team. Though it may have been just another event in the course of a day at the checkpoint, his actions were deemed noteworthy and a great example of the professionalism consistently demonstrated by the DAY BDO staff.

While conducting walk the line, EBDO (b)(6) engaged a passenger he would later find out to be the director of the local "Make a Wish Foundation." During the brief engagement, the passenger explained that she had two volunteers that she would routinely meet and would also assist families travelling through DAY on behalf of the foundation. (However the volunteers were no longer able to do so) EBDO (b)(6) applying his knowledge of TSA's many initiatives *and (utilizing his network)*, explained that TSA has programs set up to assist passengers while traveling through airports. EBDO (b)(6) later engaged the DAY Passenger Support Specialist (PSS) Point of Contact (POC). Going forward, anytime there is a "Make a Wish" flight, DAY/PSS will be contacted for further coordination. The passenger was extremely thankful and is looking forward to working with DAY/TSA.

**Program Office Notes:**

Through superb passenger engagement and remaining professional EBDO Pugh took the initiative to coordinate and establish a new relationship for the DAY/TSA community.

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(b)(3):49 U.S.C. § 114(r),(b)(6)

**Program Office Notes:**

*As a layered security resource, BDOs may at times be called to respond to security incidents to provide additional observation to detect/identify individuals. In this instance, the BDO efforts helped to identify an individual that was in possession of a prohibited item. Additionally, this is a clear example of how TSA fosters it's layers of security to mitigate a potential threat.*

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## SECTION C: MONTHLY SCENARIO DISCUSSION

The following section provides a scenario discussion to have with your BDO staff. As such, BDOs will receive OLC credit for having received the briefing/discussion via the OLC.

Guidance:

- 1) BDO Managers, please provide the briefing to your BDOs and record their names/date- The following scenario is for September.
- 2) At the completion of having reviewed the scenario-please provide your BDO names to your TSA airport Training Coordinator who will then enter the information into the OLC. Entries into the OLC correlate to the ID number of the scenario. The ID number can be located at the top of the scenario.

Should you have any questions or concerns please contact the BDA office at [SPOT.training@dhs.gov](mailto:SPOT.training@dhs.gov)

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**GROUP DISCUSSION: *BDO Scenario 002-Communicating with the Checkpoint***

On a daily basis, you and your partner arrive to the checkpoint and see the same supervisors and TSOs. As a requirement of the SOP, you are to greet the supervisor, inform them that you will be conducting SPOT and discuss any operational concerns. Since you see the same staff on a daily basis-you do not engage your network and proceed to the checkpoint TDC area. Instead of greeting the TDC officers and advising them you are there to perform your SPOT duties, you and your partner discuss the environmental baseline, and begin walking the line.

**STSM review the key ideas with your team**

A) Even though the BDOs are familiar with the checkpoint staff and layout, it is a courtesy to let the STSO and the TDC officers know you are there to work on the checkpoint. Communication with the checkpoint is essential as it affords the opportunity to foster strong relationships and assists in bridging the gap. Additionally engagement with the STSO provides added insight into the checkpoint operation.

B) Request the BDOs as a group to answer: *"What are some things you discuss with the STSO when you arrive to the checkpoint to conduct SPOT?"*

Examples of dialogue with an STSO can include: "Hi STSO Smith, My partner Christina and I will be assigned to your checkpoint today. Do you have any pertinent information for us? When we go on lunch, we will be rotated with another team. I see you have four lanes running, and two AITs, is all the equipment operational?"

***Take away:***

As BDOs, it is important to foster our relationship with the checkpoint staff. Communication is a vital part of our duties and Supervisors may have information that could impact SPOT operations. Additionally, the engagement with the TSOs helps to foster overall teamwork and dedication.

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## SECTION D: EXECUTIVE SUMMARY/RECENT BDO FINDINGS

(b)(3):49 U.S.C. § 114(r)

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## SECTION A: PROGRAM OFFICE TALKING POINTS

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

### **Why is Team Spirit important and how does it enable success?**

Risk based security (RBS) depends heavily on a unified front; no one employee or program can do it all. Without the spirit of cooperation, BDA could not sustain an effective and successful security operation. With these facts in mind, we must consistently remind ourselves that we depend heavily on each other to succeed.

As a whole, a cohesive group should rely on open and effective communication, dedication, respect and pride to enhance overall teamwork.

### **Are YOU behaviorally rooted in the value of Team Spirit?**

To enhance *your* team spirit:

- *Remain open, respectful and dedicated to making others better*
- *Demonstrate a passion for challenge, success and being on a winning team*
- *Be engaged and highly motivated*

### **How can we draw on each other's strengths to ensure the success of the BDA program?**

#### **Management:**

- Provide employees with the necessary tools and resources to achieve the mission
- Recognize and reward employees who demonstrate outstanding performance and/or achieving significant goals
- Elicit employee suggestions, implementing them and recognize employees for their contributions
- Build teams around strengths and compliment areas for improvement
- Stakeholder Outreaches-Model, advocate and facilitate cooperation with others both internal and external to the BDA program

#### **Management and Officers:**

- Acknowledge each other with positive feedback for doing good work and achieving results
- Foster an environment where we treat each other professionally and with respect
- Ensure the lines of communication are open by sharing information and providing support

*We must become anchored in the value of Team Spirit. In doing so, we can remain engaged and build a highly effective team -Teamwork can enhance the security network and foster success.*

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## SECTION B: HIGHLIGHTS/SPOTLIGHT



BDO Managers: please take the time to acknowledge the name of each Behavior Detection Officer, the airport of record, and their exceptional work by sharing spotlights and best practices with your workforce. Should you have information you would like to place into this section please send an email to [SPOT.training@dhs.gov](mailto:SPOT.training@dhs.gov)

Individual Arrested After BDO Referral at (b)(3):49

Expert Behavior Detection Officer (EBDO) (b)(6)

Master BDO (MBDO) (b)(6)

Transportation Security Officer (TSO) (b)(6)

(b)(3):49 U.S.C. § 114(r).(b)(6)

### Program Office Notes:

Through superb team engagement and remaining professional, TSO (b)(6) BDO (b)(6) and BDO (b)(6) played a role in demonstrating excellent teamwork.

<input type="checkbox"/> Superb Walk the line Engagement	<input checked="" type="checkbox"/> Outstanding Teamwork
<input type="checkbox"/> Exceptional Critical Thinking	<input checked="" type="checkbox"/> Enhanced Stakeholder Relationships
<input checked="" type="checkbox"/> Strong Employee Engagement	<input checked="" type="checkbox"/> Effective Communication
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## SECTION C: EXECUTIVE SUMMARY/RECENT BDO FINDINGS

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## SECTION A: PROGRAM OFFICE TALKING POINTS

*As we continue to fulfill our mission to protect the nation's transportation systems and to ensure the freedom of movement for people and commerce, we are also consistently employing TSA core values of integrity, innovation and team spirit. By doing so, we enhance the TSA mission by delivering a highly motivated and dedicated workforce. From checkpoint evolution to risk based security initiatives we continue to embrace the changes that come with the complexity of our job. Every day that we report for duty we strive to remain one step ahead of our adversaries; from the evolution of our standard procedures to be more risk based approach, increased unpredictability measures and further defining our layered capabilities within TSA- we stand united to defend our freedom. Change is who we are as BDOs. As our program continues to evolve, we become stronger and more experienced. New training and standard operating procedures enable us to take on new challenges with excitement and courage. We welcome employee engagement and collaboration as we continue on the path forward. By dedicating ourselves to TSA's core values, we are able to remain ahead of evolving threats, embrace a networked security model to include delivering first class security. As such continue to **BE ENGAGED, FOCUSED and DETERMINED!***

### TSA CORE VALUES

#### **Integrity:**

*We are a people of integrity who respect and care for others and protect the information we handle.*

*We are a people who conduct ourselves in an honest, trustworthy and ethical manner at all times.*

*We are a people who gain strength from the diversity in our cultures.*

#### **Innovation:**

*We are a people who embrace and stand ready for change.*

*We are a people who are courageous and willing to take on new challenges.*

*We are a people with an enterprising spirit, striving for innovations who accept the risk-taking that comes with it.*

#### **Team Spirit:**

*We are a people who are open, respectful and dedicated to making others better.*

*We are a people who have a passion for challenge, success and being on a winning team.*

*We are a people who will build teams around our strengths*

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(b) BDO

MBDO (b)(6)

(b)(3):49 U.S.C. § 114(r),(b)(6)

### Program Office Notes:

Through superb vigilance, team work and communication, BDOs (b)(6) worked with checkpoint TSOs and airport police to resolve suspicious passenger activity.

<input type="checkbox"/> Superb Walk the line Engagement	<input checked="" type="checkbox"/> Outstanding Teamwork
<input type="checkbox"/> Exceptional Critical Thinking	<input checked="" type="checkbox"/> Enhanced Stakeholder Relationships
<input type="checkbox"/> Strong Employee Engagement	<input checked="" type="checkbox"/> Effective Communication
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## **SECTION C: EXECUTIVE SUMMARY/RECENT BDO FINDINGS**

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## **SECTION A: PROGRAM OFFICE TALKING POINTS**

*The men and women of TSA have served on the front lines of transportation security for more than a decade. We continue to evolve our security approach by examining the procedures and technologies we use, how specific security procedures are carried out, and how screening is conducted. From curbside to cockpit, our officers, working in collaboration with our airline and airport partners, have multiple opportunities to deter, detect or disrupt would-be terrorists and prevent another attack against the United States.*

*Originally named PASS (Passenger Assessment Security Screening) the SPOT (Now BDA) program began with analysis of high-risk passengers at Boston Logan Airport. This approach which was first used by Massachusetts State Police, was later adapted in the summer of 2003 by TSA as a national pilot program in five airports across United States. In July 2006, SPOT was recognized as an official TSA security program.*

### **Where are we now?**

The BDA program has reached several key goals since its inception 7 years ago. We have expanded behavior detection screening to VIPR, Play book and other collaborative efforts with many agencies. As we continue to look at other ways to screen smarter, we must use our resources in a fiscally responsible way to provide the most effective security as efficiently as possible. In doing so, we strengthen security and measurably improve the image of our agency.

### **Integrity is important:**

Good governance requires not only effective use of taxpayer resources, but also that we conduct ourselves, every day, according to the highest professional standards. Earning the respect of the traveling public through our actions on duty is critical to our success. As we have seen in recent years, there's no question that alert, aware, and informed passengers add great value to our ability to continue strengthening transportation security. Earlier this year, John Halinski implemented a program to routinely vet all employees and publish misconduct on ishare. We all have the same goal of ensuring the standards of our workforce which includes hard work, professionalism and integrity. Not only are we responsible ourselves, but we must hold each other accountable as we remain focused on our mission.

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**GROUP DISCUSSION: BDO Scenario Communicating with Law Enforcement**

Each morning you and your partner interact with airport employees, casual and business travelers, and non-frequent travelers of family members dropping off family and friends off. As you see the same staff on a daily basis -you generally do not engage your network and proceed directly to your duty station (known as tunnel vision). Instead of walking past with a head-nod or a simple 'Hello', you and your partner should take a few moments to interact with employees who you see frequently. Speak up when you interact with airline employees, passengers and especially other stakeholders to include the local municipalities.

**STSM review the key ideas with your team**

- A) When dealing with stakeholders it is imperative to ensure that you are articulate in general terms the SPOT behavior cues to help the LEO understand why the situation is suspicious.
- B) Remain on scene, assist the LEO upon request and gather information for the SPOT referral report and incident report.
- C) Obtain and document all relevant information regarding referrals and resolutions in a detailed manner.

D) (b)(3):49 U.S.C. § 114(r)

E)

During LEO calls, remember to notify your STSM and the STSO if the situation occurred at a screening checkpoint.

The bigger picture: Build a rapport with the LEOs and other stakeholder at your airport. Have an open discussion on what you do and how to utilize your skills at the airport. Reach out to your network and serve as an ambassador for your team.

**Scenario:**

On a Tuesday morning, two BDO team members were walking to their duty station. (b)(3):49 U.S.C. § 114(r)

(b)(3):49 U.S.C. § 114(r)

(b)(3):49 U.S.C. § 114(r)

The BDO also notified the STSM of the situation. Later that day,

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~~SENSITIVE SECURITY INFORMATION~~

the LEO that was notified approached the BDOs and notified them of the outstanding job they had done. The LEO notified them that the airline had recently reported the possible theft of liquor missing from airplanes while parked at ramps. The notification by the BDOs assisted the in the apprehension of three airline employees who were viewed on CCTV carrying bagged items across the airports property to dispose of items. The situation was suspicious for police because the employees passed where only discarding items in specific trash cans inside the terminal. The CCTV also reviewed the employees removing the items discarded and placing them into their vehicles. LEOs identifies the vehicle and noticed liquor bottles on the floor of the vehicle. The LEOs identified the individuals, searched the vehicle and found the bagged identified on camera filled with liquor bottles. They were arrested on scene.

**Conclusion:**

This is a great example of utilizing your network when a suspicious situation occurs. Although the object removed from the trash could have been common garbage. The BDO team reported the situation and was able to thwart a theft operation in progress.

Note: Remember to follow local procedures and guidance if the LEO notification process differs at your airport.

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## SECTION B: HIGHLIGHTS/SPOTLIGHT



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(b)(6)

(b)(6)

BDO Team

(b)(6)

(Left) and

(b)(6)

(Right)

(b)(3);49 U.S.C. § 114(r);(b)(6)

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**Program Office Notes:**

Through superb vigilance and communication, BDO -- - were able to provide key information that assisted in mitigating a possible threat to aviation.

<input type="checkbox"/> Superb Walk the line Engagement	<input checked="" type="checkbox"/> Outstanding Teamwork
<input checked="" type="checkbox"/> Exceptional Critical Thinking	<input type="checkbox"/> Enhanced Stakeholder Relationships
<input type="checkbox"/> Strong Employee Engagement	<input checked="" type="checkbox"/> Effective Communication
<input checked="" type="checkbox"/> Superb Mission Focus	<input type="checkbox"/> Exceptional Command Presence

**SECTION C: EXECUTIVE SUMMARY/RECENT BDO FINDINGS**

(b)(3);49 U.S.C. § 114(r)

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## **SECTION A: PROGRAM OFFICE TALKING POINTS**

### **Customer Service – Why it matters.**

Good customer service and strong customer relationships begin with building rapport. Building rapport requires knowing your customer base, understanding their situation, and providing an empathetic ear for them to voice their concerns. Doing so can lead to improved relationships between the traveling public and our agency. Conversely, failing to realize the importance of customer service and effective complaint handling leads to increasingly dissatisfied customers.

Every day our officers balance the service needs of customers in an effective and efficient manner without compromise to transportation security. When it comes to customer service YOU make all the difference by:

- Your Appearance – a Professional Command Presence
- A Friendly Smile and Greeting - The Tone of Your Voice
- Your Confident Demeanor - Asking Rather than Barking Orders
- Actively Listening to Passengers and Responding Appropriately with Respect and Courtesy
- Self –Awareness- Being able to recognize how your actions affect the customers experience and make adjustments as needed

A great example of this type of customer service which goes above and beyond duty is illustrated in the comment below which was posted on the TSA Today internet news blog. The post is from the mother of a passenger who flew out of Lambert-St. Louis International Airport. In her remarks, she thanked BDO Donald Combs for going out of his way to help her find a sentimental item.

***“Today when going through airport security Ben had to throw away his pocket knife that was a gift from his Dad. Since it had sentimental value I thought it would be worth a trip to the airport to see if I could get it back. I met a sweet man, BDO Donald Combs, who dug through the trash and found it for me. He even let me hug him before sending me on my way. The point of all this is that next time you are at the airport and annoyed at the long lines and regulations, know that the TSA Officer can’t do anything about the dumb dumb trying to carry on a 32 oz bottle of shampoo and they are just doing their jobs. One day you may need a favor and they’ll probably be happy to help.”***

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This small act of kindness certainly left a lasting impression with the customer which she did not hesitate to share. The fact that she actually took the time to blog about her experience shows that she not only felt satisfied but wanted to spread the word. Not everyone we serve will blog; some may simply share their TSA experience through conversation with family and friends... others may send a write-up to the local newspaper and maybe even tweet about us... It's the little things we do to show we care go a long way.

## **SECTION B: HIGHLIGHTS/SPOTLIGHT**



**BDO Managers:** please take the time to acknowledge the name of each Behavior Detection Officer, the airport of record, and their exceptional work by sharing spotlights and best practices with your workforce. Should you have information you would like to place into this section please send an email to [BDA.Training@tsa.dhs.gov](mailto:BDA.Training@tsa.dhs.gov)

(b) BDO Team

(b)(6)

(b)(6)

(b)(3):49 U.S.C. § 114(r),(b)(6)

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~~SENSITIVE SECURITY INFORMATION~~

(b)(3);49 U.S.C. § 114(r).(b)(6)

Submitted by BDA-TSM (b)(3);49 U.S.C. § 114(r).(b)(6)

**Program Office Notes:**

Through superb vigilance, keen observation and communication, EBDO (b)(6) actions assisted in mitigating a possible threat to aviation.

<input type="checkbox"/> Superb Walk the line Engagement	<input checked="" type="checkbox"/> Outstanding Teamwork
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**SECTION C: EXECUTIVE SUMMARY/RECENT BDO FINDINGS**

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## SECTION A: PROGRAM OFFICE TALKING POINTS

### 2014 – Where do we go from here?

2013 was a monumental year for our agency. Many Risk Based Security (RBS) initiatives that began as pilots were fully implemented by the end of the year. There is no doubt that RBS is on track as it continues to improve the traveler experience and utilize timely intelligence to drive a variety of operational activities. We have moved from a one-size-fits-all approach to a system focused on intelligence-based pre-screening and risk mitigation. The remarkable accomplishments for 2013 would not have been possible without the teamwork and engagement of TSA employees at all levels. There is no doubt that we made great strides as a result of the numbers below:

- 30 million passengers received expedited screening
- 113 TSA Pre✓ airports
- 108 Managed Inclusion locations
- 30 Known Crew Member locations
- 9 TSA Pre✓ participating airlines
- 4 TSA Pre✓ enrollment center cities

As we embrace the New Year ahead, we know that we continue to move in the right direction. Just recently TSA partnered with the Department of Defense to extend TSA Pre✓ expedited screening benefits to all U.S. Armed Forces service members. This means that service members, including those serving in the U.S. Coast Guard, Reserves and National Guard, will be able to enjoy the benefits of this expedited screening program at more than 100 participating airports when flying on nine major U.S. airlines. We can all agree that TSA Pre✓ has proven very successful, and this initiative is only one of many RBS initiatives currently underway.

*As you are aware, you play a vital role in risk based security initiatives. From providing behavior observation during managed inclusion, partnering with TSOs and or canine handlers to observe for individuals who may deviate from the screening activity, participating in VIPRs and Playbook Plays and helping to strengthen the overall security posture-Your role as a BDO is on the forefront of leading security measures. As a layer of security, you assist your FSD by being a flexible, engaging and multi versed resource capable of force multiplying on many faucets of TSA initiatives. As you conduct your daily role, remember to focus on the mission, understand how your position compliments the 20 plus layers of security and understand your role/purpose in risk based security.*

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## SECTION B: SCENARIO & TEAM DISCUSSION

### BDO SCENARIO 004 – PARTNER ENGAGEMENT

The purpose of this scenario is to encourage open dialogue discussion when engaging your partner to foster mentoring and teamwork.

<p><b>YOU SEE:</b></p> <p>You and your BDO partner are performing SPOT at the screening checkpoint. You notice that your partner <i>may be</i> incorrectly assessing certain behavioral indicators. This observation is made when your partner requests your assistance to verify that a passenger is displaying (b)(3):49 U.S.C. § 114(r). During your observation, you determine your partner needs additional guidance/mentoring.</p>	<p><b>YOU FEEL:</b></p> <ul style="list-style-type: none"> <li>• “I need to do something. How should I handle this”?</li> </ul>
<p><b>YOU THINK:</b></p> <ul style="list-style-type: none"> <li>• Apply mentoring</li> <li>• Create an open discussion/engaging discussion</li> <li>• Apply critical thinking and your training. This enables you to identify behaviors when examining all angles possible.</li> </ul>	<p><b>DO:</b></p> <ul style="list-style-type: none"> <li>• Take your partner to the side and ask them to explain their reasoning for assessing those behaviors.</li> <li>• Maintain professional/conflict management principles during your engagement.</li> <li>• Involve a G Band or Manager if needed to help your partner understand Behavior exemplars.</li> </ul>
<p><b>DO NOT:</b> Do not tell your partner they are wrong in front of passengers or other employees. Do not come off as condescending or belittling.</p>	<p><b>DO:</b> Start a constructive dialogue with your partner.</p>

**KEY TAKEAWAY:** *Maintaining a professional demeanor and mentoring our fellow team members is an important part of BDO development.*

### BDA TSM ACTIVITY:

Have a group discussion about behaviors and their definitions (Use the Behavior Indicator Reference Guide v1.3).

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## SECTION C: HIGHLIGHTS/SPOTLIGHT



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(b) (6) BDO Team

From left to right: BDO's (b) (6)

(b) (6)

On December 17, 2013, (b) (3):49 U.S.C. § 114 BDOs (b) (6) referred a US Airways 510 passenger for additional screening due to suspicious behavior. During additional screening, the passenger's behavior escalated, resulting in LEO notification. (b) (3):49 U.S.C. § 114 (r) Police responded and conducted an NCIC check on the passenger which revealed a local outstanding warrant for failure to appear. Airport police arrested the passenger on the outstanding warrant without impact to airport operations.

Submitted By: (b) (6) - BDA Transportation Security Manager (b) (6)

*Program Talking Points: Due to the great teamwork and excellent communication/articulation with the local law enforcement, (b) (6) BDOs further developed a strong relationship with their security stakeholders,*

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~~SENSITIVE SECURITY INFORMATION~~

<input type="checkbox"/> Superb Walk the line Engagement	<input checked="" type="checkbox"/> Outstanding Teamwork
<input type="checkbox"/> Exceptional Critical Thinking	<input type="checkbox"/> Enhanced Stakeholder Relationships
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## SECTION D: EXECUTIVE SUMMARY/RECENT BDO FINDINGS

(b)(3):49 U.S.C. § 114(r)

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## SECTION A: PROGRAM OFFICE TALKING POINTS

Managers must **brief** the content of this document and not simply forward the link to their BDOs.

The program office has received a number of BDO requests for access to the Manager's Station as a result of managers not taking the time to communicate these team briefings.



### Your Tone Conveys Your Attitude:

We all recognize that communication skills are a key component to how effective we are in our professional and personal lives. Most of the time when we work on them, we focus on improving our oral communication or presentation skills, with a special focus on the content of our message. Sometimes we even work on improving our listening skills. However, our tone has a much greater impact on our audience than our actual message.

One part of communication we often do not examine is how we deliver our message or the tone we use when we are communicating with others. Yet, our tone might actually be more important than what we say. The wrong tone will spoil a message; based on how we say something (our inflection or emphasis on certain words) we may convey an attitude which sends a message of humor, anger, sarcasm, jealousy or sincerity. The key to EVERY successful team is effective communication so using your voice properly and remaining engaged with your team is critical to getting your message across. Next time you are thinking about what you will say to someone, also think about how you will say it and in addition to using your voice effectively, don't forget to listen!

Active listening can only be perfected with practice and displays to the speaker that their audience is genuinely interested in what they are speaking about. As a listener, one must remember the following:

- Focus on the speaker
- Do not interrupt
- Observe non-verbal communication
- Give listening cues along the way
- Clarify any points you did not understand

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CLT-BDO Team

From left to right: BDO's (b)(6)

(b)(6)

BDO Officers (b)(6) observed an unidentified female passenger making her way through the queue line and suddenly became much disoriented and appeared to be intoxicated. (b)(6) was observing the passenger because of her behaviors and noticed that she was beginning to stagger and bump into the stanchions. The passenger was at a railing of the staircase and staggered over the side and was headed over the rail onto the escalator. (b)(6) immediately rushed to her side and BDO (b)(6) and grabbed her before falling over the side. They gently lowered her to the ground awaiting the paramedics. After the paramedics arrived it was determined that the female passenger suffered from a seizure disorder.

BDO (b)(6) saved the passenger from what would have been a very traumatic injury or even death. The quick response of the Charlotte BDO team displayed their dedication, focus, and vigilance that they display each and every day.

Submitted By: (b)(6) BDA Transportation Security Manager CLT  
Program Office Notes:

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~~SENSITIVE SECURITY INFORMATION~~

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### SECTION C: TISS - PROGRAM UPDATE

The TISS training is still in progress and unfortunately delayed. Many STSMs did not complete the request for "TISS user access Form" by the deadline of 11/22/2013. In some cases, there were airports that did not send in their applications until January. The rush to complete these forms created a back log at the office where the user access applications are approved.

In one instance, Over 300 BDO applications were submitted within 12 days in late December. The BDO applications were in addition to any user request forms received from other agencies. Consequently, the user names/passwords were not delivered timely and the new pushed out training dates overlapped with other commitments.

The FAM office is now caught up with the application process and we are working together in order to fast track the training. That said this project is a coordinated effort between several field offices and BDA.

In the meantime, please review the Best Practices Job Aid is located on the ishare.

Thank You for your patience!

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~~SENSITIVE SECURITY INFORMATION~~

## **SECTION D: EXECUTIVE SUMMARY/RECENT BDO FINDINGS**

(b)(3):49 U.S.C. § 114(r)

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## SECTION A: PROGRAM OFFICE TALKING POINTS

### Building Rapport with your Stakeholders:

Whether TSA launches a new policy, regulation, program or project, all of the above can have a wide-ranging impact on the way we work and engage with our internal and external stakeholders. We collaborate with a variety of people to achieve our mission and sustain continued successes, positive stakeholder relationships is essential.

The ability to build effective rapport and relationship with stakeholders provides TSA employees with a distinct advantage in managing expectations, dealing with difficult situations and negotiating their way to a positive end result. Understanding the stakeholders' communication and decision-making styles and personal preferences as well as what motivates them, creates an effective pathway for a committed and results-driven mission focused relationship.

### What can you do to build rapport?

Rapport is a state of harmonious understanding with another individual or group that enables greater and easier communication. By having common ground it makes the communication process easier and usually more effective. For us, and our airport stakeholders, we share the desire to protect the traveling public.

Creating rapport at the beginning of a conversation with a new/existing stakeholder will often make the outcome of the conversation more positive. Listen to what the other person is saying and look for shared experiences or circumstances - this will give you more to talk about in the initial stages of communication. When listening, nod and make encouraging sounds and gestures. Be conscious of your body language and other non-verbal signals you are sending. Below are some helpful suggestions to help establish and maintain rapport:

1. Try to maintain eye contact for approximately 60% of the time.
2. Self-Awareness- Pay attention to your body language as well as the body language of the person you are communicating with.
3. Paraphrase- Reflect back and clarify what has been said; repeating what has been communicated not only confirms that you are listening but also give you opportunity to use the words and phrases of the other person, further emphasizing similarity and common ground.
4. Try lowering your tone, talk slowly and softly, this will help you develop rapport more easily.
5. Smile! A smile makes a difference!
6. Be sure to thank them at the end of the conversation.

***"Having Rapport (Positive Stakeholder communication/engagement) is vital to achieving our mission!"***

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## SECTION B: HIGHLIGHTS/SPOTLIGHT



**BDO Managers:** please take the time to acknowledge the name of each Behavior Detection Officer, the airport of record, and their exceptional work by sharing spotlights and best practices with your workforce. Should you have information you would like to place into this section please send an email to [BDA.Training@tsa.dhs.gov](mailto:BDA.Training@tsa.dhs.gov)

BDO (b)(3)(49 U.S.C. § 114(r), (b)(6))

On February 6, 2014, (b)(3)(49 U.S.C. § 114(r), (b)(6)) BDOs (b)(6) reported that a female located in the public area was exhibiting suspicious behavior. (b)(3)(49 U.S.C. § 114(r)) responded, interviewed the subject, and conducted an NCIC on her with positive results for an outstanding warrant. LEOs arrested the subject on a local charge. (b)(6) keen observation and vigilance resulted in the capture of what could have been a threat to the safety and security of airport passengers and personnel.

<input type="checkbox"/> Superb Walk the line Engagement	<input checked="" type="checkbox"/> Outstanding Teamwork
<input type="checkbox"/> Exceptional Critical Thinking	<input type="checkbox"/> Enhanced Stakeholder Relationships
<input type="checkbox"/> Strong Employee Engagement	<input type="checkbox"/> Effective Communication
<input checked="" type="checkbox"/> Superb Mission Focus	<input checked="" type="checkbox"/> Exceptional Command Presence

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## **SECTION C: SCENARIO Q&A**

The question and answer scenarios in this section includes talking points for Managers and BDOs that can be discussed at shift briefings. The information highlights the lessons learned in Chapter one of the PowerPoint Presentation: "Best Practices of Narrative Writing" that is located on the BDO ishare site. Please review the scenarios with your BDOs and include any other key points that you feel may be particularly helpful at your local airport.

**Well-written reports may differ in style; they share a fundamental essence, what is the commonality?**

Answer: An effective and efficient reading of the incident that is clear and easily understood by the intended audience.

**Who is primary administrator of the Transportation Information Sharing System (TISS)?**

Answer: The Federal Air Marshal Service-Information Coordination Section.

**What are the six focal points BDA has identified that can enhance the quality of the narrative?**

Answer:

1. Ensure BDOs understand the purpose of the IR and its relationship to the SPOT Referral Report
2. Define the customers of IR information and the requirements necessary to create meaningful reports for these customer
3. Enhance the grammar and substantive value of the narrative and make the content less program-centric
4. Provide BDOs with guidance on how to self-check the quality of information in reports
5. Require managers to set higher standards for narratives before submitting an IR and provide BDOs a job aid to identify best practice
6. Standardize reporting practices whenever possible

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~~SENSITIVE SECURITY INFORMATION~~

## **SECTION D: EXECUTIVE SUMMARY/RECENT BDO FINDINGS**

(b)(3):49 U.S.C. § 114(r)

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(b)(3);49 U.S.C. § 114(r)

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~~SENSITIVE SECURITY INFORMATION~~

(b)(3):49 U.S.C. § 114(r)

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