



Transportation  
Security  
Administration

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# Behavior Detection and Analysis (BDA) Program Guide

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Organizational Assessment Services  
The Office of Human Capital

BDA Program Guide v.2

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## BDO, LBDO, SBDO, and BDA TSM SELECTION PROCESS OVERVIEW

The following materials are designed to provide you with a reliable and valid process to gain insight into candidates for selection. This is a multi-phase process in which each step is designed to assess specific aspects of a candidate's qualifications for the BDO, LBDO, SBDO, and BDA TSM positions.

This guide should be used in conjunction with the *Administration Guide for OHC- Developed Interviews*, which can be found on HCInsight. If you have any questions for the BDA Program Office regarding the BDO, LBDO, SBDO, or BDA TSM selection process, please send an e-mail to: [OSOBDOHR@TSA.DHS.GOV](mailto:OSOBDOHR@TSA.DHS.GOV).

Below is an overview of the entire process, including the responsibilities of each candidate in the selection process.

Step	Responsibilities	Owner
Online application	<ul style="list-style-type: none"><li>○ Review documents provided during application</li><li>○ A candidate must meet a minimum threshold on the application questionnaire in order to proceed to the next step of the hiring process</li></ul>	HRAccess

Structured interview	<ul style="list-style-type: none"> <li>○ BDO, LBDO, and SBDO interviews are Selecting Official (SO) interviews. It is at the discretion of the SO whether she/he/they will conduct interviews for some, none, or all of the candidates referred for potential selection for a position.*</li> <li>○ BDA TSM interviews are Pass/Fail interviews and must be conducted for every candidate.</li> <li>○ Contact candidates to schedule the interview</li> <li>○ Create a Candidate Folder for each candidate being interviewed</li> </ul>	Local BDA Program, Selecting Official (SO), FSD or designee(s)
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	<p><i>* BDO F and G Band structured interviews were previously mandatory and pass/fail; that requirement has been removed.</i></p> <p><i>* The SBDO structured interview is a new interview that was created to support selecting candidates for the new SBDO G Band position.</i></p>	
	<ul style="list-style-type: none"> <li>○ Administer the interview</li> <li>○ Make individual ratings</li> <li>○ Come to a consensus rating and document final interview results</li> <li>○ Complete appropriate forms</li> </ul>	Interview Panel
Selection Decision	<ul style="list-style-type: none"> <li>○ Review documents (interview notes, resume and other applicable candidate information)</li> <li>○ Prepare list of candidates</li> <li>○ Make selection decision</li> <li>○ Document selection decision and submit</li> </ul>	Local BDA Management, Selecting Official (SO) , Local FSD, or designee (with information from the BDA Program)

### SELECTION PROCESS CHARACTERISTICS

- ❖ All BDO, LBDO, SBDO, and BDA TSM candidates must, at a minimum, meet the qualification requirements for the position as outlined in **TSA MD 1100.30-29 Qualification Requirements**. To be considered minimally qualified, a candidate must meet the specialized experience requirements. The BDO competencies listed in MD 1100.30-29 may be directly or indirectly assessed in the online application.
- ❖ For BDOs, LBDOs, SBDOs, and BDA TSM candidates, once the OHC-developed interview has been conducted, if a Selecting Official (SO) wishes to meet or speak with a candidate again, he/she is permitted to conduct a separately scheduled interview by following interview question guidelines as outlined in **TSA MD 1100.30-26, Interviews and/or Other Final Selection Processes**, Section E.9 in the accompanying **Handbook**.
- ❖ The BDO, LBDO, SBDO, and BDA TSM Structured Interview Guides are located on HCInsight.

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#### ❖ BDO, LBDO, and SBDO Interview

- The BDO, LBDO, and the SBDO interviews are Selecting Official (SO) interviews and must be used in accordance with **TSA MD 1100.30-26, *Interviews and/or Other Final Selection Processes***. After a Certificate of Eligibles is received, if an SO chooses to conduct interviews to guide their final selection for the BDO, LBDO, or SBDO position, the OHC-developed interview **MUST** be used to conduct those interviews (see **TSA MD 1100.30-26, 6.E.**). The interview should solely be used for collecting information to guide the SO in making a final decision from among the candidates certified for potential selection. The results of the interview are NOT pass/fail and should NOT be used to remove candidates from the Certificate.
- For the BDO, LBDO and SBDO positions, there is no waiting period for candidates to (re)apply for the same position, should she/he not be selected.

*Note:* Candidates that are selected for BDA positions but fail BDA new hire training and certification will not be eligible for BDA training for 6 months from the date they failed to complete new hiring training.

- For the BDO, LBDO and SBDO positions, a competitive selection process is required for permanent internal assignments (see **MD 1100.30-4, *Permanent Internal Assignments*** for exemptions).

#### ❖ BDA TSM H and I Band Interview

- The BDA TSM interview is still currently a pass/fail interview and **MUST** be administered to all candidates. Eligible candidates can only be interviewed one time if they have applied to multiple vacancy announcements during a six month timeframe. If candidates fail the interview, they must wait six months before they are able to be interviewed again. Candidates will be instructed that scores from the interview will count toward the other positions for which he/she has applied during that time, whether they pass or fail.
- Current BDA TSM H Bands who apply for a competitive BDA TSM I Band position are **NOT** given a structured interview when referred on a certificate. They are referred to the Selecting Official with the other successful interview candidates, under the heading "Non-competitive eligible."
- Current TSMs who are NOT BDA TSMs who apply for a competitive BDA TSM H or I Band position are only asked the BDO specific questions (1 through 7).
- Current BDOs, LBDOs and SBDOs need to complete the entire BDA TSM interview.



## THE STRUCTURED INTERVIEW

- ❖ Structured interview panels must consist of at least two interviewers, but three are permitted if desired.
- ❖ The interview panel members must be at a pay band equivalent to or higher than the position for which the interview is being conducted. One interview panel member should be either the Selecting Official or his/her designee. The second panel member should be a BDA program representative. The third panel member should be a neutral member, such an employee from Human Resources (HR).
- ❖ All panel members will be briefed on the BDA program and interviewing techniques. The interviewers should review the BDO Fact Sheet to ensure their familiarity with the BDO, LBDO, SBDO and BDA TSM position. (Appendix A).
- ❖ Interview panel members must take the TSA Structured Interview Training on the OLC (**TSA-HR-STRUCTINTERV-0001**) prior to conducting the interview, unless:
  - They have taken the training and/or sat on a structured interview panel within the last one year period.
    - Panel members for whom it has been longer than one year since taking the training or sitting on an interview panel must take the training again.
  - Note: It is the responsibility of the Training Manager/Training Specialist, or someone with OLC Administrator rights to assign this training to each panel member's OLC learning plan.
- ❖ Panel members should familiarize themselves with the *Administration Guide for OHC-Developed Interviews*, along with this guide, in advance in order to prepare for evaluating candidate performance during the interview.
- ❖ All BDA interviews will take approximately forty five (45) minutes to one (1) hour to administer to a candidate.

## **BDA Interview Questions**

- ❖ The BDO interview evaluates eight (8) job-related competencies:
  - Attention to Detail
  - Decisiveness
  - Integrity/Honesty
  - Interpersonal Skills
  - Oral Communication
  - Self- Management
  - Situational Awareness
  - Teamwork
  
- ❖ The LBDO interview evaluates nine (9) job-related competencies:
  - Attention to Detail
  - Coaching and Mentoring
  - Decisiveness
  - Integrity/Honesty
  - Interpersonal Skills
  - Oral Communication
  - Self- Management
  - Situational Awareness
  - Teamwork
  
- ❖ The SBDO interview evaluated (7) job-related competencies:
  - Command Presence
  - Decisiveness (Decision Making)
  - Interpersonal Skills
  - Leadership
  - Multitasking
  - Oral Communication
  - Situational Awareness
  
- ❖ The BDA TSM interview evaluates ten (10) job-related competencies:
  - Attention to Detail
  - Decisiveness
  - Flexibility
  - Interpersonal Skills
  - Multitasking
  - Operations Management
  - Oral Communication
  - Self-Management
  - Team Building
  - Team Work



## Selection Referral List for BDA TSM Interview

- ❖ For BDA TSMs, once all of the interviews are completed for a vacancy announcement, final Selection Referral Lists must be created for candidates who passed the interview. All candidates that passed the interview should appear on the Selection Referral List in alphabetical order. The Selection Referral List includes only the names of candidates being referred, not their total score on the interview. The total score for the interview is provided in the Candidate Folders. There is no longer an Excel Selection Referral Spreadsheet that needs to be submitted; however, the Selection Referral List still needs to be completed.
- ❖ For BDA TSMs, individuals not interviewed based on appropriate criteria (see next bullet) should also be listed on the Selection Referral List with a note regarding why they were not interviewed.
- ❖ Any of the below documented factors are acceptable reasons for not interviewing or selecting a candidate for a position. All interview exclusions must be approved in advance by contacting [OSOBDOHR@TSA.DHS.GOV](mailto:OSOBDOHR@TSA.DHS.GOV):
  - Employee is currently under a Performance Improvement Plan (PIP).
  - Employee who was previously tentatively selected for the BDA program and failed the BDO training within the past six months (six month period begins on course failure documentation date).
  - Employee has Absences Without Leave (AWOL) of greater than 120 minutes during the past year.
  - Employee has a disciplinary action of record, affected during the year prior to the date of the selection decision. Disciplinary action includes:
    - Letter of Reprimand
    - Suspension
    - Indefinite Suspension
    - Reduction in Pay Band or Rate of Pay (for reasons of conduct or performance only)
- ❖ Only the final BDA TSM Selection Referral List is provided to the Selecting Official with all the corresponding Candidate Folders for those candidates being referred. Candidates who failed the BDA TSM interview are not referred to the Selecting Official. All Candidate Folders are maintained in a secure location at the airport.
- ❖ **Note:** Selecting Officials can request additional candidates only if they have either selected all of the candidates they want from the Selection Referral List and have job-related reasons for not selecting the remaining candidates on the list, or if they have less than three candidates available for selection. Selecting Officials or their designees should send an e-mail to: [OSOBDOHR@TSA.DHS.GOV](mailto:OSOBDOHR@TSA.DHS.GOV) to request additional names.

## SELECTION DECISION

### Preparing for the Selection Decision

- ❖ Assemble the following materials
  - The BDO Selection Referral List (for BDO, LBDO and SBDO)
  - The Local Personnel Folder for all candidates on the final BDO, LBDO, SBDO or BDA TSM Selection Referral list
  - The Candidate Folder for candidates on the final Selection Referral List
  - TSA Certificate of Eligibles Form
  - Any other approved job-related selection criteria results

### Making the Selection Decision

- ❖ After all the candidates for a vacancy announcement have completed the selection process, the lead interviewer or HR Specialist will complete the Selection Referral List and Candidate Folder for each Candidate referred and provide them to the Selecting Official.
- ❖ Selecting Officials may choose from any of the candidates on the Selection Referral List.
- ❖ For BDOs, the Selection Referral List must also be completed, as stated above. The BDO, LBDO and SBDO interviews are Selecting Official interviews and they are to be used for information only and not to be used as pass/fail. The BDA TSM interview is still a pass/fail interview and must be administered to all candidates. The interview should not be the sole reason for recommending a candidate. Selecting Officials (SO) may request any and all information collected during the interview, using the interview information, specific competencies, responses the candidate provided, or a combination of the aforementioned to guide him/her in making a final decision.
- ❖ For BDO, LBDO, SBDO, and BDA TSM positions, per **TSA MD 1100.30-26**, Selecting Officials can also consider additional information when making selection decisions (see **TSA MD 1100.30-26, Handbook, Section E**). If additional information is going to be considered and evaluation criteria is developed, that criteria must be approved by the Office of Organizational Assessment Services (OAS) in OHC. Criteria must be emailed to [OAD@tsa.dhs.gov](mailto:OAD@tsa.dhs.gov) for review and approval. OAS asks for 10 business days to review and approve assessment materials, so it is recommended that the criteria be developed and submitted as early on in the process as possible (e.g., when the vacancy is posted or before a Certificate of Eligibles is issued).



- ❖ If the Selecting Official wants to consider other job-related information (i.e., Candidate Folder, local Personnel Folder, interview responses) this information must be reviewed for candidates on the Selection Referral list. Examples of additional job-related criteria include:
  - Length and quality of specialized experience
  - Past performance and awards
  - Job-related training completed
  - Structured interview responses for specific competencies
  - Input from current Supervisors and other airport managers, as appropriate
- ❖ The Selecting Official will document his/her final selection decision by marking the appropriate code in the action block on the Candidate of Eligibles form, signing and dating the document, and returning it and an application for each candidate to the HR provider. If a BDA TSM candidate fails the interview or was not interviewed, that information must be documented on the Certificate of Eligibles form.
- ❖ The Selecting Official must be able to support his/her BDO, LBDO, SBDO or BDA TSM selection decisions. All selection decisions must be supported by justification as to why a candidate was selected. It is up to the Selecting Official to ensure that documentation can be provided if requested.
- ❖ Once the final selection(s) are made, the Selecting Official or HR Representative must submit the selections and supporting documentation to the OSO BMO at [OSOBDOHR@TSA.DHS.GOV](mailto:OSOBDOHR@TSA.DHS.GOV) for candidate selection screening. Supporting documentation includes:
  - Copy of complete Certificate of Eligibles List annotating selection(s)
  - Screenshot of MOMI system with selection(s) submitted (ALT+PrintScreen, then paste into Word document)
  - **FOR BDA TSM POSITION ONLY:** Interview (pass/fail) results
- ❖ Once approved the BMO will coordinate with the BDA Program Office to process the selected candidate(s) for training.
- ❖ For BDO, LBDO, and SBDO positions: If the candidate is already certified in Behavior Detection (BD; e.g., has successfully completed BDA training and maintains BD certification for her/his current position), then the Selecting Official or HR Representative may initiate an e-SF-52, bypassing OSO BMO approval/candidate selection screening.
- ❖ All BDA TSM selections must be sent to the OSO BMO for approval prior to official selection.
- ❖ After successful completion of training (classroom and OJT), local HR initiates an e-SF-52 and the FSD or designee approves the e-SF-52. The promotion, reassignment, etc., is

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effective the first pay period after the e-SF-52 is locally approved. Refer to **TSA MD 1100.53-8, *Setting Pay After Appointment***, and the accompanying **Handbook**, for additional information.

- ❖ Local airports are also responsible for providing the supporting documentation for any Freedom of Information Act (FOIA) or Congressional requests, EEO complaints, or other inquiries that are received.

### **Creating the Vacancy Announcement Folder**

- ❖ After the selection decision has been made, a Vacancy Announcement Folder must be created. The folder must be labeled with the vacancy announcement for each position for which selection decisions were made. The Folder must contain the Selection Referral Lists and any other documentation the Selecting Official would like to retain to support his/her selections.

**Reminder:** All Candidate and Vacancy Announcement Folders must be retained by the airport in a secure location for a period of two years and should **not** be submitted with the certificate packet.

## Providing Feedback to Non-Selected Candidates

- ❖ If a candidate is not selected for a position and requests feedback, the Selecting Official can address the request as follows:

**Note:** Feedback should ONLY be provided upon the request of the candidate and **at NO time should specific scores be provided.**

- For BDOs, LBDOs and SBDOs, the Selecting Official must use his/her discretion regarding what type of information will and can be shared with the candidate regarding the non-selection.
- For BDA TSMs, if the candidate PASSED the interview, the Selecting Official must use his/her discretion regarding what type of information will and can be shared with the candidate regarding the non-selection.
- For the BDA TSM, if the candidate FAILED the interview, feedback regarding the candidate's performance on the competencies being assessed in the interview can be shared.
  - Please see the *Administration Guide for OHC-Developed Interviews* (Non-Selected Candidate Feedback for Candidates Who Did Not Pass the Interview) for guidance on the appropriate feedback to be shared with those candidates.
- For any additional candidate questions regarding the selection process, please contact the servicing HR Specialist, who will consult with the BDA Program Office, if necessary.

## APPENDIX A

### BDA Fact Sheet

#### Behavior Detection & Analysis (BDA) Program Position Fact Sheet

<b>BDA PROGRAM MISSION &amp; VISION</b>
<p>The Mission of the BDA Program is to develop and deliver effective behavior detection capabilities that engender trust, confidence, and support from the traveling public; and to provide a capability – including people, processes, and technologies – to discover high-risk signatures and malicious intent based on an individual's behavior.</p> <p>The vision of the program is to enable and deploy the highest performing behavior analysis and detection capability that will complement and enhance TSA's Risk-Based Security approach and become the standard for other behavior-based screening programs.</p>
<b>POSITION TITLES</b>
<p>Behavior Detection Officer (BDO)</p> <p>Lead Behavior Detection Officer (LBDO)</p> <p>Supervisory Behavior Detection Officer (SBDO)</p> <p>Behavior Detection and Analysis Transportation Security Manager (BDA TSM) – H and I Bands</p>
<b>POSITION OVERVIEW</b>
<p>The BDO positions are part of the Transportation Security Officer (TSO) Career Progression Program which includes a technical career track at advanced grade levels for TSOs. The BDO position was created specifically for the BDA Program and the performance of behavior detection techniques. This advanced position has higher qualification requirements and is filled competitively. BDO positions exist at the F Band (BDO), G Band (LBDO/SBDO), and H/I Bands (BDA TSM).</p>
<b>PRINCIPAL DUTIES</b>
<p>BDOs perform passive observation and engage in voluntary encounters with the public to determine whether individuals may be involved in harmful activities related to transportation systems. BDOs develop an understanding of the anticipated composition of travelers associated with flights, or other modes of transportation, the behaviors to be expected and then assess deviations from these behaviors. As assigned, BDOs plan and carry out training sessions within established guidelines and provide formal training and structured training materials covering behavior detection and related topics. In addition to general TSM duties, oversight and coaching of BDOs is required of BDA TSMs, and leadership responsibilities are delegated to SBDOs and LBDOs as appropriate.</p>
<b>TRAINING</b>
<p>All new BDOs must successfully complete the Behavior Detection Initial Training course focusing on behavioral observation techniques. In addition, new BDOs must successfully pass all respective training as required by the BDA Program Office, followed by any required on-the-job training at their Airport of Record (AOR).</p> <p>Selectees must successfully complete all BDO training, lab and OJT requirements in order to be reassigned or promoted to the BDO position. Those unable to successfully complete all program requirements will remain in their current position.</p>



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