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BDO Shift Brief	  
4 March – 11 March, 2013	

BDO HIGHLIGHT

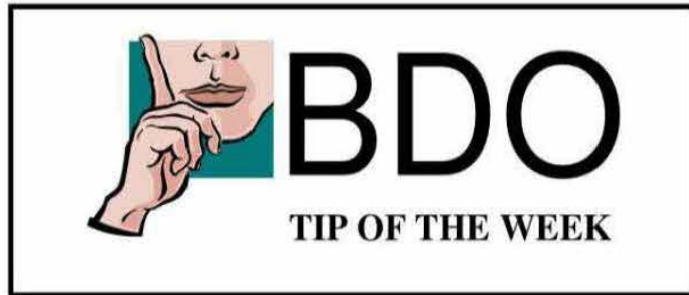
(b)(3);49 U.S.C. § 114(r)

The Take-Away:

- It is important to understand that the resolution of a referral leading to an arrest that is criminal in nature is simply a byproduct of identification of individuals exhibiting signs of stress, fear, and deception associated with the fear of discovery.
- TSA does not link the frequency of referrals to excellent or poor BDO performance. Excellent performance is not measured by how many referrals or LEO referrals an airport or BDOs can accumulate; it is about the quality of those referrals and if the job was conducted correctly and consistently.

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TIP OF THE WEEK



SENSITIVE SECURITY INFORMATION

(b)(3):49 U.S.C. § 114(r)

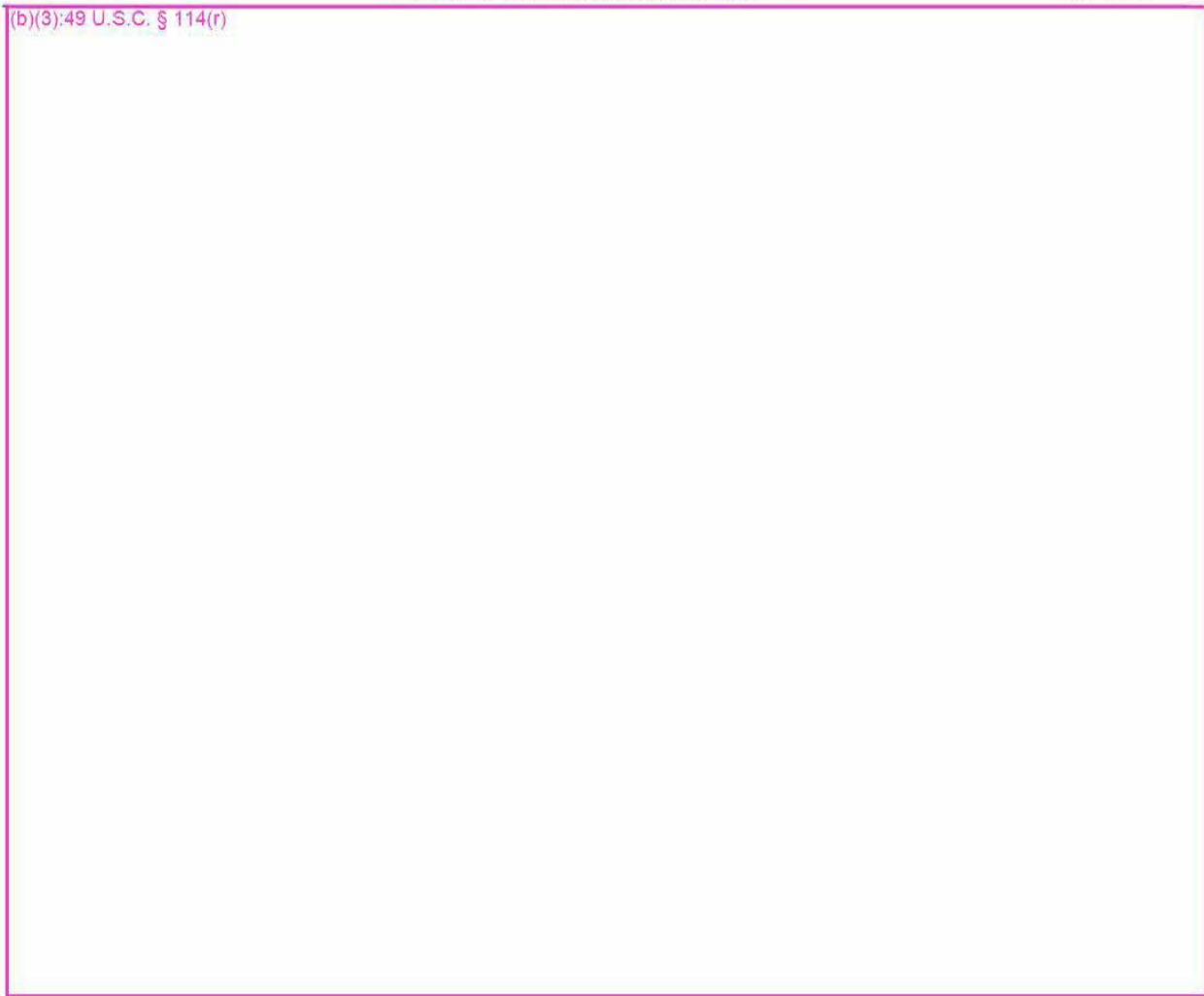
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BDO Executive Summary Reports
(Feb. 25- March 3, 2013)

(b)(3):49 U.S.C. § 114(r)

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BDO Shift Brief	  
March 18, 2013	

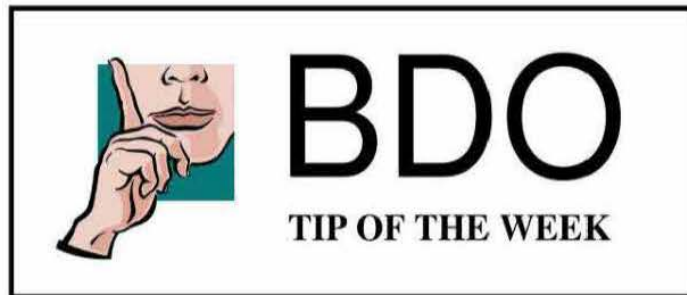
BDO HIGHLIGHT

(b)(3):49 U.S.C. § 114(r)

The Take-Away:

- The physical aspect of walking the line gives way to the "observation" portion of Behavior Observation, which leads to the engagement piece as well. Moving, walking and talking, allows you many vantage points, more opportunity to gauge the behavior of the individual(s), as they transit the airport and the security process. (b)(3):49 U.S.C. § 114(r)
(b)(3):49 U.S.C. § 114(r)
- In this case it further reinforces the importance of 'walking and engaging' by the BDO. The more opportunity you give yourself to observe and engage the better the assessment you can make.

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SENSITIVE SECURITY INFORMATION

QUESTION – When completing the Environmental Baseline section of the SPOT Referral Report, you should only annotate factors considered in the referral? Is this a true or false statement? The answer is **false.**

BDOs must annotate **all** factors observed when establishing the Environmental Baseline in the SPOT Referral Report and/or SPOT Incident Report. The items should not be limited to only what appears to be related to the referral.

(b)(3):49 U.S.C. § 114(r)

Reference: SPOT SOP/3.3 Environmental Baseline/A.

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BDO Executive Summary Reports
(March 4- March 12, 2013)

(b)(3):49 U.S.C. § 114(r)

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BDO HIGHLIGHT

BDO Shift Brief**March 28, 2013****Transportation
Security
Administration**

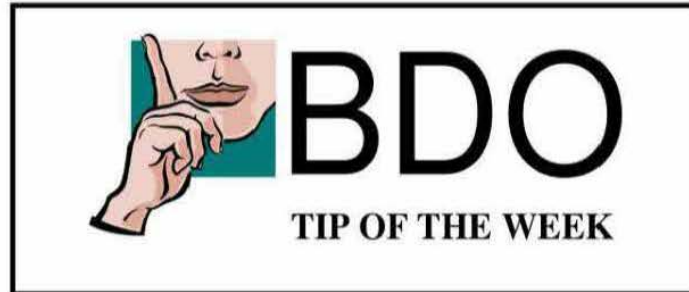
- On January 4, 2013, BOS AFSD-LE reported to the SPOT Duty Desk that an individual who was missing from a group home might be in the airport. The SPOT Duty Desk provided the description of the individual to all BDOs.
- Two BDOs on duty observed an individual who matched the description and notified the SPOT Duty Desk officer, the Massachusetts State Police (MSP), AFSD-LE, Security Manager, and airline agents.
- Ultimately the individual agreed to be transported back to the group home in Somerville, MA which he was reported missing from.

The Take-Away:

- From the moment that you put on your uniform to the end of the shift, BDOs must maintain situational awareness.
- While separate and distinct from SPOT procedures, these officers went above and beyond to assist local law enforcement.
- Being part of the TSA team is a critical part of the BDO program.

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TIP OF THE WEEK

**SENSITIVE SECURITY INFORMATION****Report Writing**

Instruction: *Managers should select a sample of a SPOT referral report and incident report. This exercise may take more than one shift brief but by the end, each section of the SPOT referral report and incident report should be discussed.*

Free form boxes should be concise and provide the reader with a clear narrative adding information for completeness. It is vital that BDOs understand the importance of "painting the picture" for the reader. At times, it may be easy for the BDOs to dismiss what they believe to be minor details or insignificant information due to their firsthand account of the occurrence/event. This information, in many cases, is very significant to the outside reader in gaining a full understanding of the BDOs experience during a SPOT referral/LEO referral. BDOs should write with the expectation of the reader having no experience and/or knowledge of the event.

Managers should be reminded that they are accountable for all reports written by their employees. Reports should not be signed off on where the report lacks information or clarity.

A well-written report is:

- 1) **Factual:** The report contains only facts. A fact is a thing that has actually happened or that is really true.
- 2) **Accurate:** The report is free from mistakes or errors. It is precise. It is exact.
- 3) **Clear:** The report is free from confusion and ambiguity, and is easily understood.
- 4) **Concise:** The report states much in (relatively) few words by removing all expanded or superfluous details.
- 5) **Complete:** The report includes all necessary information, **such as who, what, when, where, why and how.**
- 6) **Timely:** The report should be completed as soon as possible.

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SENSITIVE SECURITY INFORMATION**Report Writing****What types of reports do you complete?**

Answer: Answers should include SPOT Referral Reports entered in the Performance Management Information System (PMIS) and Incident Reports entered in the Performance and Results Information System (PARIS). If the BDO has received training, reports must also be entered in the Transportation Information Sharing System (TISS) database.

When do you need to write a SPOT Referral Report?

Answer: BDOs complete SPOT Referral Reports when an individual accrues four or more behavioral indicator points.

When do you need to write an Incident Report?

Answer: Incident Reports must be completed when a referral involves LEO notification.

What is the preferred documentation that may accompany an Incident Report?

Answer: Photographs, taken at the lowest fidelity possible to capture sufficient detail, are the preferred.

Mandatory New Referral Form Training – Action Required!

On April 29, the Program Office will introduce a new form, which , includes several important changes .In order to best prepare you and your local workforce for the new form, we recommend joining **two** of the following training presentations with as many of your BDOs as possible:

Date	Time
Monday 4/22	1000-1130 EDT
Tuesday 4/23	1600-1730 EDT
Wednesday 4/24	1100-1230 EDT
Thursday 4/25	1700-1830 EDT

For more information:

https://team.ishare.tsa.dhs.gov/sites/OpsNet/SPOT%20BDO/Documents/SPOT_Referral_Form_Updates_Summary.pdf

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BDO Executive Summary Reports
(Mar. 15-27, 2013)

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BDO Shift Brief	  
April 29, 2013	

BDO HIGHLIGHT

(b)(3):49 U.S.C. § 114(r)

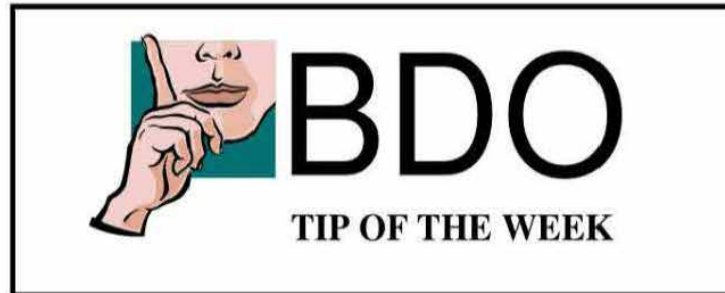
Take Away -

- This is another great example of teamwork and BDOs working as part of TSA's security system.

NOTE: New SPOT Referral Form will not be available until May 6, 2013. FAQs and Interim SOP change will be forthcoming.

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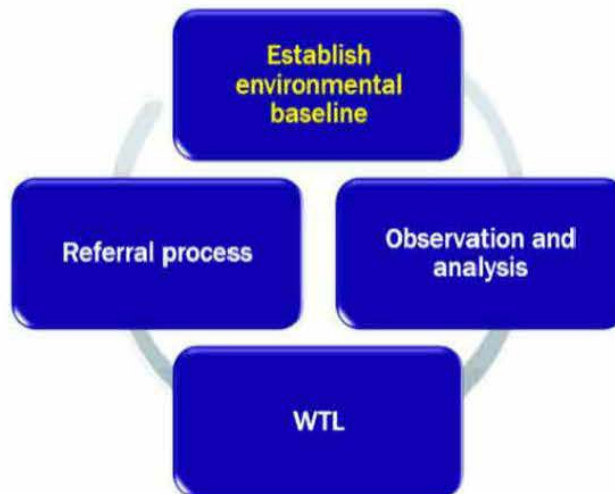
TIP OF THE WEEK



SENSITIVE SECURITY INFORMATION

Environmental Baseline

Behavior observation continues throughout the cycle



Transportation
Security
Administration

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BDO Executive Summary Reports
(April 19- April 25, 2013)

(b)(3);49 U.S.C. § 114(r)

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BDO Shift Brief	  
April 15, 2013 SPECIAL EDITION!	

BDO HIGHLIGHT

A revised SPOT Referral Report form will be released on Monday, April 29, 2013. The updated form includes several important changes, which are highlighted in attachment A.

The new SPOT Referral Report form is designed to more effectively capture critical information. This effort will correspond to a simultaneous update in PMIS to improve the accuracy of our data collection.

One major update in the PMIS release is the shut-off of the 72-hour automatic promotion of referrals. This means that referrals will stay in PMIS indefinitely until manually promoted by a manager or designee.

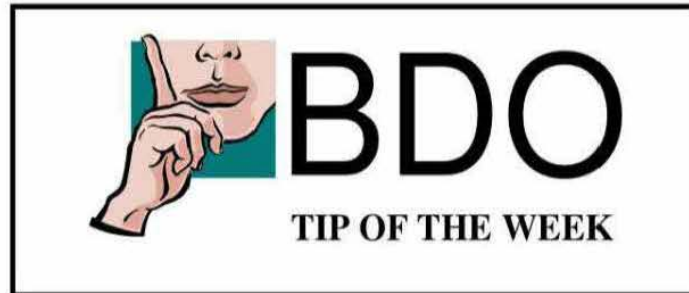
The BDA Program Office will run bi-weekly reports on delinquent referrals and send this information to SPOT Coordinators. Accuracy and timeliness are two important features imperative to improving the state of SPOT referral data.

The date and times for the training sessions are reflected in the chart below. We recommend joining as many of the training presentations as necessary to ensure the maximum number of BDOs are able to attend. It is mandatory that at least one STSM or BDO from each SPOT airport attend a training presentation.

Date	Time
Monday 4/22	1000-1130 EDT
Tuesday 4/23	1600-1730 EDT
Wednesday 4/24	1100-1230 EDT
Thursday 4/25	1700-1830 EDT

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TIP OF THE WEEK

**What is PMIS?****SPOT-PMIS Overview:**

The SPOT program is a derivative of other behavioral analysis programs that have been successfully employed by law enforcement and security personnel both in the United States and around the world. TSA designed SPOT to provide BDOs with a means of identifying persons who may pose a potential security risk at TSA-regulated airports, by focusing on behaviors and appearances indicative of high levels of stress, fear, or deception. The SPOT Module in Performance Measurement Information System (PMIS) allows for online entry of information previously captured using paper forms. Search and sort functions also enable valuable data retrieval and reporting.

PMIS is a tool through which TSA captures and analyzes daily operational information to achieve performance goals. Used locally and nationally, PMIS is designed to measure and closely monitor performance at individual airports as well as the SPOT program as a whole. This mission critical system provides TSA the information necessary to effectively manage aviation security operations, meet reporting requirements and support strategic planning.

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PMIS Skills

An integral part of knowing the health of an airport's BDO program is looking at its PMIS data. Managers are encouraged know their data! Below is a fun and quick quiz for BDOs or airport personnel who have routine interaction with BDO associated-data. Take the challenge! Got questions? Email (b)(6)

PMIS Quiz

1. Search for a referral by ID #
2. Find a batch of referrals that were automatically promoted
 - 2a. Explain why this skill could be useful
3. Search for a range of referrals by date
4. Find the total number of referrals at a particular checkpoint (Bonus: calculate percentages)
 - 4a. Articulate possible uses for this data
 - 4b. List possible reasons for wide variance, if any
5. Calculate the percentage of referrals in a given week that occurred on each checkpoint
6. Identify any trend in the referral process over a given period (one month for Category X, 2 months for Category I and II, 6 months for Category III, IV, and V)
7. Determine the ratio of primary CC BDO vs. bag check BDO for each BDO on a given shift over 2 month's time (One month for Category X)
8. Roll back and edit typos on a promoted SPOT sheet, and then re-promote
9. Find all referrals a particular BDO participated in
10. Find all referrals involving LEO conducted by a given type of Primary LEO

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Answer Key

1. Enter date range > type in SPOT ID > select airport (if multiple airports exist in dropdown) and hit submit.
2. Search for referrals within a date range by "updated date/time". Multiple referrals updated simultaneously are automatic promotions. This can be verified by selecting a referral and checking the "Promoted By" date stamp – this field will display either a name or "Automatic"
 - 2a. Example answers: Automatic referrals are more likely to contain errors. It is good practice to review everything when time permits, even when relying on automatic promotion. This also makes it easy for SPOT coordinators to find a date range in which no one was available to review or promote entries.
3. In "SPOT Submission", choose "Created date/time" and choose dates. Ensure your airport is selected and hit submit. Be aware that this displays the date a referral was entered into PMIS, not necessarily the date the referral occurred.
4. Perform same search as #3, specifying checkpoint in "Location (Terminal/Checkpoint)" field.
Alternate path: Perform same search as #3, click "Location" in results to sort by location. To view subsequent pages, you will have to click the page, then click "location" twice to sort properly. Manually add the number of referrals at a given checkpoint. TIP: Each page displays 15 referrals.
Bonus: To calculate percentage, divide number of referrals at a given checkpoint by the total number of referrals and move the decimal point two places to the right.
(b)(3);49 U.S.C. § 114(r)
5. Find total number of referrals for the week, then find total for each checkpoint. Divide checkpoint number by total number and move decimal point two places to the right.
6. This is an open-ended question. Results will vary and may take a while; Might utilize data outside of PMIS but can use PMIS database to support observations
7. This will vary from airport to airport and some may not have this data. Some airports mandate that primary CC BDO is listed as Team Member 1, so for these this can be accomplished by finding all referrals from the past two months and sorting by "Team Member 1", then calculating the percentages as described above. Another airport might list CC/bag check BDOs in resolution notes. This could be time-consuming but can provide important feedback and evaluation

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8. Only PMIS level 2 employees may do this. Review promoted entries, identify a typo, rollback, correct typo, check to ensure no other changes to the form were made, and re-promote.
9. Search all referrals, then sort by team member 1. On each subsequent results page, sort by Team Member 1 twice. Manually add. Repeat for Team Member 2 and 3, then add all three totals together. This requires overcoming a glitch in the sorting process that will be addressed later in the year.
10. Select a date range of referrals and select "Primary LEO" type. Hit submit. NOTE: For smaller airports, many of these options other than Local LEO will yield no results

If you have any questions, encounter any difficulties, or have another good example of PMIS utilization, send a message to (b)(6)

Also remember, PIMS is another great reporting tool which can provide even more in-depth data for local analysis. Several of the answers in this quiz can be obtained through PIMS reports as well.

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BDO Shift Brief	 
May 13, 2013	

BDO HIGHLIGHT

(b)(3);49 U.S.C. § 114(r)

Take Away -

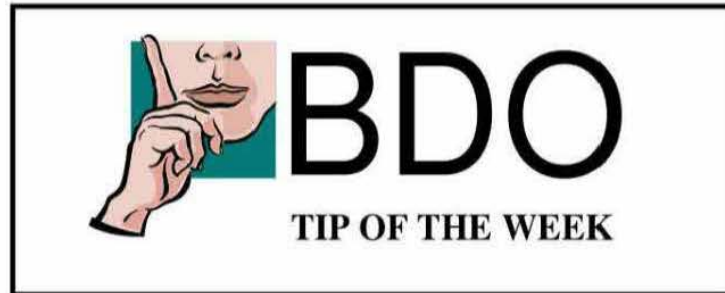
- This is another great example of "engaged" BDO's working as a dynamic part of TSA's layered security system.

NOW AVAILABLE: The New SPOT Referral Form training

https://team.ishare.tsa.dhs.gov/sites/OpsNet/SPOT%20BDO/Single%20Document%20File/SPOT%20Referral%20Report%20Training_Tayla_Final_export.swf

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TIP OF THE WEEK



Behavioral Indicator Guide Analysis

"It seems that despite SPOT Training, some BDOs will always interpret certain behavioral indicators differently and have differing opinions on what is meant by "excessive" or "increased", etc. When the Behavioral Indicator Guide was released, I tasked my BDOs with selecting 1 behavior per shift/per day to discuss/dissect/analyze during the in-brief. Whichever behavioral indicator was covered that day would then be annotated in the 'remarks' section of the Shift Summary (to avoid repetition). Many times the BDOs have found that they were all on the same page; other times it would lead to discussion and consensus once the clarification of the behavior was clearly spelled out from the guide. This daily practice has proven to be invaluable when it comes to getting all BDOs on the same page, and another unintended side effect is that it has also helped them on the BDOA."

Thanks to (b)(6) and the BDO team at BUR for their best practice submission.

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**BDO Executive Summary Reports
(May 3 – May 9, 2013)**

(b)(3):49 U.S.C. § 114(r)

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(b)(3):49 U.S.C. § 114(r)

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Best Practices iShare



YOUR COLLEAGUES NEED YOUR HELP; PLEASE REMEMBER TO SHARE YOUR BEST PRACTICES.....

How to Post Your Best Practice

Click on the [Best Practices](#) tab on the Manager's Station ishare page. Click "Share your idea" from the left-hand menu. When submitting, you will be asked to select a category from several options. Please choose the category that best describes your idea. If you have any related and supporting documents for the idea, please email them directly to bestpracticesdocs@ishare.tsa.dhs.gov. Once an idea or best practice is submitted, it will be cleared through the Program Office before posting on the Best Practices Share site. Once posted, the idea will be an approved "Best Practice" so that other programs will be able to implement it locally.

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BDO Executive Summary Reports
(May 17 – May 23, 2013)

(b)(3):49 U.S.C. § 114(r)

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BDO Shift Brief	  
June 12, 2013	

BDO HIGHLIGHT

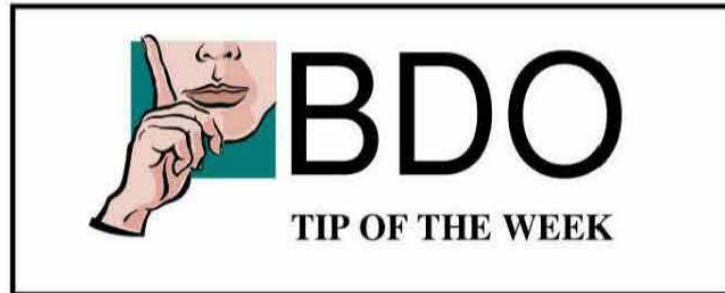
(b)(3):49 U.S.C. § 114(r)

Take Away -

It is important to understand that the resolution of a SPOT LEO referral that is criminal in nature is simply a byproduct of identifying individuals exhibiting signs of suspicious behavior associated with the fear of discovery. If observed behaviors deviate from the environmental baseline, additional scrutiny is required to resolve the anomalous behavior to mitigate any potential threat to transportation security.

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TIP OF THE WEEK

**BDO/LEO Interaction and Rapport**

A successful BDO Program requires an active and positive relationship between BDOs and local law enforcement at all levels of our daily operations. BDOs are encouraged to have a positive working dialogue with LEOs in the terminal area and collaborate with LEOs in order to conduct the most effective and efficient Playbook and checkpoint operations.

When conducting a SPOT LEO Referral, BDOs should clearly articulate suspicious activity to law enforcement; maintaining a good working relationship with LEOs will enhance the BDOs' ability to persuade the responding LEO(s) that the passenger's behavior is indeed suspicious. Regularly review the SPOT SOP, specifically section 3.8.D, which covers BDO-LEO engagement when law enforcement arrives on scene for a SPOT LEO Referral. Remember to be specific and describe the events chronologically, without discussing point values or esoteric behavioral descriptions; speak in plain language to describe the suspicious behavior you observed.

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**BDO Executive Summary Reports
(May 24 – June 6, 2013)**

(b)(3); 49 U.S.C. § 114(r)

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(b)(3):49 U.S.C. § 114(r)

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BDO Shift Brief	 
June 26, 2013	

BDO HIGHLIGHTS

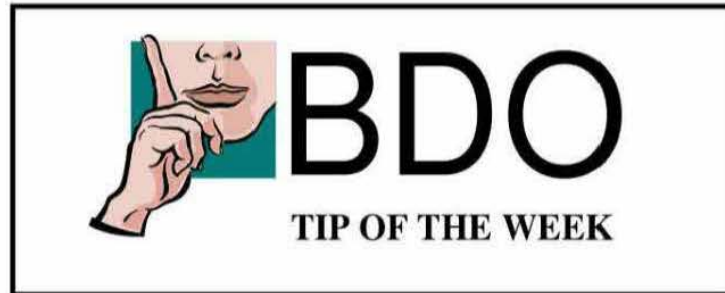
(b)(3):49 U.S.C. § 114(r)

LIFESAVING ACTION BY BDOS GIVE ONE MAN AN EARLY FATHER'S DAY GIFT**Boston Logan (BOS)**

- On Friday, June 14, 2013, BDOs conducting Playbook were alerted to a small child who was not breathing.
- BDOs responded immediately and determined that the child may have had something lodged in his windpipe, and relying on their previous experience and training, conducted the necessary Heimlich maneuver on the child.
- The object was dislodged and the child was able to begin breathing unassisted.
- Massachusetts Port Authority EMS arrived and determined the child was stable due to the lifesaving actions of the BDOs.

Take Away – BDOs come from varying backgrounds and have invaluable experience, which allow them to think on their feet and use their skills to safeguard the travelling public.

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TIP OF THE WEEK

Command Presence

How do BDOs present themselves to the public? To what extent do they exhibit command presence? TSA is moving toward becoming a more high-performing counterterrorism agency in order to provide the most effective security in the most efficient manner. BDOs support the Administrator's goal by specifically addressing risks they identify through behavioral anomalies. It is important to stress the role that command presence plays during BDO and passenger engagement. Command presence includes appearance, movement, focus, appropriate and professional conversations when speaking to other officers and those of professional stature. Professionalism is vital not only to the image of our agency but to the detection and deterrence provided by the BDO program.

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BDO Executive Summary Reports
June 13- 26, 2013

(b)(3):49 U.S.C. § 114(r)

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BDO Shift Brief	 
July 29, 2013	

BDO HIGHLIGHTS

(b)(3):49 U.S.C. § 114(r)

Take Away – This was great coordination and diligence by the (b)(3) BDO team-“See Something, Say Something”.

As a security officer, BDOs are required to report any security concerns to the proper authority. Remember, the insider threat is just as concerning as passenger entering the checkpoint.

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TIP OF THE WEEK



BDO

TIP OF THE WEEK

Important Elements of an Effective Casual Conversation

Observe-

- Continue to observe for stress, fear, or deception cues that have not already been observed
- Watch for the 31 signs of deception

Ask-

(b)(3);49 U.S.C. § 114(r)

Listen-

- Listen to the passenger's response
- (b)(3);49 U.S.C. § 114(r)

Active listening to the passenger's responses will assist the BDO/STSM with coming up with their next question during the CC. These responses will lead the BDO to a definable resolution to the risk category (Stress, Fear and Deception) of the behaviors exhibited and in some cases the specific behaviors exhibited.

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BDO Executive Summary Reports
July 11- July 24

(b)(3):49 U.S.C. § 114(r)

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Release Date: August 12, 2013

Command Presence

Your command presence is a crucial component to the success of our mission and helps to promote a positive agency image. A professional presence has the ability to change false perceptions and ***will instill confidence with stakeholders, the public, and within your own workforce.*** You are challenged every day to represent TSA as a world class counter-terrorism organization. You continue to do this on a daily basis and in doing so you reaffirm the importance of our BDO mission.

"Your work matters

The BDA Program Office understands the importance of creating a workforce environment in which each of you feel appreciated, valued and prideful of your service.

The shift brief is an opportunity for the Program Office to highlight referrals and best practices conducted by an accomplished BDO workforce. 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.

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 your efforts with the workforce and the BDA Program Office: Should you seek to highlight your BDOs efforts please provide a narrative or other inserts to the following email address: SPOT.Training@tsa.dhs.gov (Pictures are welcome)
Please include in the email subject line: (AIRPOT) SHIFT BRIEF CONTENT

Thank you for your dedication

Respectfully,

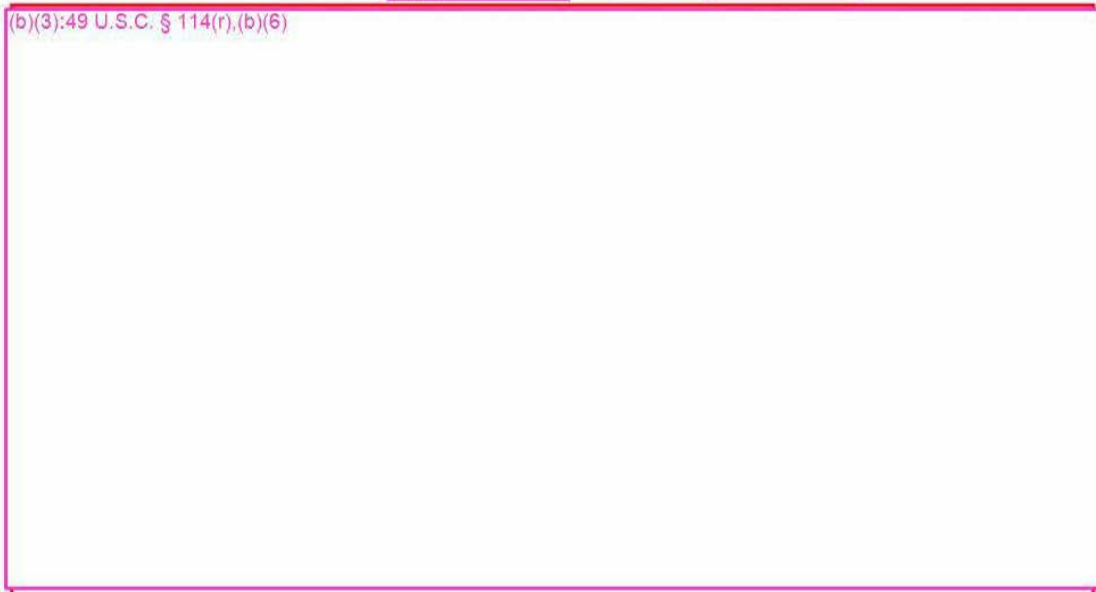
The Behavior Detection and Analysis Program Office

BDO SPOTLIGHT: Great Catch at (b)(3):49 U.S.C. § 114(r) with LEO Collaboration

☐ Superb Walk the line Engagement	☒ Outstanding Teamwork
☒ Exceptional Critical Thinking	☒ Enhanced Stakeholder Relationships
☐ Strong Employee Engagement	☒ Effective Communication
☒ Superb Mission Focus	☐ Exceptional Command Presence



Master BDO (b)(6) and BDO TSM (b)(6)



Michael A. Spindler

SPOT TSM – (b)(3):49 U.S.C. § 114(r)

BDA Program Office Take Away – The (b)(2)(A) BDOs involved should be commended for their attention to detail and commitment to safeguarding the flying public from a wanted criminal. We see thousands of passengers in our airports every day, to isolate one individual in the public area based on shared intelligence is exceptional. This great catch serves as an example of why BDOs and TSA as a whole must continue to foster stakeholder relationships so that we become just as much of a resource for LEOs as they are for us.

HIGHLIGHT OF THE WEEK: Excellent Display of RBS Awareness at (b)(3):49

☒ Superb Walk the line Engagement	☒ Outstanding Teamwork
☒ Exceptional Critical Thinking	☐ Enhanced Stakeholder Relationships
☐ Strong Employee Engagement	☒ Effective Communication
☒ Superb Mission Focus	☒ Exceptional Command Presence

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

(b)(3):49 U.S.C. § 114(r),(b)(6)

BDA Program Office Take Away – All four of the BDOs involved in this incident demonstrated excellent communications and teamwork. (b)(3):49 U.S.C. § 114(r)

(b)(3):49 U.S.C. § 114(r)

BDO Executive Summary Reports
July 27 – August 8, 2013

(b)(3):49 U.S.C. § 114(r)

(b)(3):49 U.S.C. § 114(r)

(b)(3):49 U.S.C. § 114(r)

(b)(3):49 U.S.C. § 114(r)

(b)(3):49 U.S.C. § 114(r)

(b)(3):49 U.S.C. § 114(r)

(b)(3):49 U.S.C. § 114(r)

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