

TSA Recruiting Guide

Introduction to Recruiting

In your role as a recruiter representing your Business Management Office (BMO), you are tasked with “identifying the right talent, for the right position, at the right time.” Using the most efficient and economical way to getting the right people in the door is essential. Recruiting is a way of maximizing the number of qualified candidates with the goal of hiring a top-notch, diverse workforce.

The purpose of this guide is to assist you “the recruiter” in your recruitment efforts. Where and how can you recruit for the specific competencies needed? How can you appeal to potential employees—that is, how will you brand yourself, draft advertisements, publicize the agency’s mission, and get a significant pool of potential applicants to the door? The guide will provide information that, while not all-inclusive, will give you ideas on where to start, what you might want to consider, and what is needed.

This guide will also assist you in learning about the support tools to assist you in recruitment available through the Office of Human Capital (OHC) and HRAccess. By coordinating your efforts with these components, you will have access to recruitment research and recruitment tools and have the ability to design targeted recruitment plans critical in attracting highly qualified candidates with mission critical specialized skills.

The key objective of TSA recruitment is to communicate the Agency’s mission in a manner that identifies TSA as an “employer of choice” within the Federal government. This will satisfy the goals of attracting a sufficient number of qualified candidates to meet hiring needs. Throughout the process, remember, you are not alone; OHC and HRAccess have tools and resources to assist you in this critical effort.

Recruitment Strategy Planning and Development

The overall success of a recruitment plan depends on how well you analyze your hiring needs, boost recruitment and awareness, execute appropriate actions, and refer candidates for further evaluation. The major components of recruitment involve:

- ✓ **Mission Focus and Planning for Success**--depends on how well you analyze your hiring needs. What are the specific competencies that are now and will be in the near future necessary to complete or grow the mission? Focus on what is most important to the agency, rather than on filling chairs. Replacing critical competencies lost or introducing new ones that will be needed in the near future is

the ultimate goal.

- ✓ **Sourcing; identifying the people**—A multifaceted approach to recruitment is beneficial in identifying your target audience and where they are located. The target audience may include women, multi-cultural groups, college students, existing/transitioning military service personnel and their families and current Federal service employees. While your target audience may be varied and represent many interests, it generally shares one common theme: an interest in securing and serving America.
- ✓ **Recruiting; selling the agency**--boosting recruitment efforts and promoting awareness of the agency's mission and the impact of that mission on the public are essential to selling candidates on the job. It is crucial in today's competitive market to bring awareness to potential hires of the many benefits TSA has to offer them over another agency and/or organization.

Elements critical to developing an effective *recruitment plan* include:

- ✓ **Analyzing Local Employment Factors:** Become familiar with current labor market trends and local workforce demographics. This information is used to ensure all labor market dynamics are considered when identifying sources and pools of talent and diversity.
- ✓ **Identifying Recruitment Markets and Specific Targets:** Develop specific recruitment markets at one-stop career centers, community colleges, and diversity organizations. Implement effective strategies for accessing labor pools that represent quality talent and diversity (e.g., females, veterans, active seniors/retirees, ethnic groups, etc.)
- ✓ **Focusing Recruitment Activities:** Attend job fairs and informational sessions, develop partnerships with constituency groups and other organizations, coordinating media purchases, contacting potential candidates through community outreach.
- ✓ **Maintaining Established Network Contacts:** Maintain and nurture long-term partnerships with outreach contacts to provide a steady influx of quality candidates and form a system to facilitate notification of TSA recruitment activities to maximize results.
- ✓ **Building Effective Recruitment Teams:** Involve the recruitment contractor, TSA/OHC and BMO management staff in the recruitment process.

Recruitment Components

TSA recruitment efforts can be divided into three components:

1. **Local Recruiting** – This function is performed by the local airport or program office recruiter to identify and build relationships with agencies, organizations, colleges, and universities as a means of developing a constant source of strong candidates.
2. **Headquarters Recruiting** – This function is performed by the headquarters recruitment team members in the Office of Human Capital, Recruitment and Staffing Division. The headquarters recruitment team’s focus is to provide support and assistance in recruiting efforts nationwide.
3. **Contractor Recruiting** – This function is performed by our contracted recruiters on the HRAccess team and focuses on traditional commercial career fairs.

The Recruitment Contractor will partner with program office and local airport staff to assist in developing a position specific or local Recruitment Plan to satisfy hiring needs identified in the Hiring Plan, and executing recruitment actions based on the Recruitment Plan.

The Recruiter’s Role and Responsibility

Effective recruiting is the culmination of aggressive effort, developed subject matter expertise and a passionate belief that you can help someone do something better. The recruiter can play various roles in the hiring process. The best recruiters understand that in the “people business” you have to earn the opportunity to hire the very best candidates. The following four roles are neither mutually exclusive nor completely inclusive as the recruiter’s role can and will change throughout the process.

The Recruiter as the Host: This is the most common role associated with the Recruitment Professional and possibly the most frustrating. Many job seekers become extremely irritated with questions that are often irrelevant to their specific area of expertise. However, the recruiter’s role is to act as a screening mechanism for the hiring managers. In many instances, recruiters must perform this function across many different disciplines (marketing, finance, systems, sales etc.) and can only evaluate candidates based on questions that will allow them to better understand the behavior and personality traits of the candidate. After all, the success of an organization depends entirely upon the ability of professionals in different disciplines to function cohesively as a team.

The Recruiter as Educator: The recruiter’s responsibility is to educate selected candidates about the position’s objectives, requirements and reporting relationships. Job seekers should listen carefully for information that will help in upcoming interviews with other members of the organization. This is a great time for interested job seekers to probe the recruiter with specific questions about the position’s potential.

The Recruiter as Marketing Agent: As the employment market has become increasingly competitive, this role has become critical to the success of the recruiter. Job seekers will listen closely as the recruiter transitions into this role. The transition is marked by the Recruiter’s emphasis on the features and benefits of a career with their agency.

Successful Recruiting Begins with...

Utilizing proven recruitment methods can be most effective in identifying the right talent, for the right position, at the right time. Determining how to “best market” your position(s) beyond the job posting includes:

- Identifying a recruitment market.
- Implementing effective strategies for accessing candidate pools that represent quality talent and diversity.
- Leveraging hiring and compensation flexibilities to promote available benefits and work life balance.
- Keeping up-to-date on student employment programs, special employment programs, recruitment incentives, etc.
- Actively recruiting in ways that appeal to highly qualified individuals and in the right places.
- Clearly articulating the specific requirements for skills and experience—sell the position.

Getting Started

Here are a few steps you should take before “setting the wheels in motion.”

1. Identify Your Needs

- a. Current Vacancies: Position Status (Temp/Perm), Position Type, Skills, Competencies, Category, Series, Pay Band
- b. Attrition
- c. Historical Staffing Issues

2. Consider Your Hiring Options

- a. Referral Sources

- b. Student Employment Programs
 - c. Veteran's Programs
 - d. Hiring Persons with Disabilities
 - e. Career Development Programs
 - f. External Recruitment Tools and Resources
3. Establish a Game Plan!
- a. Target Recruitment
 - b. Community Outreach
 - c. Job/Careers Fair
 - d. One-Stop Career Centers
 - e. Informational Sessions
 - f. Advertising: Print and Digital Media
 - g. Out of Home Recruitment
4. Setting the Wheels in Motion
- a. Identify a subject matter expert (SME) point of contact (POC) to partner with OHC and HRAccess.
 - b. Contact OHC and HRAccess to establish timelines and begin recruitment planning.
 - c. Maintain contact to advise of any changes to the initial plan.

Tips for Effective Recruiting

- ***Be likeable.*** People prefer to do business with, work around and for people they like and trust. Remember, recruiters are the ultimate extension of the employment brand.
- ***Respect and serve.*** Selling techniques are often times considered manipulation. Actually, it's simply about helping people or businesses improve. You, as the recruiter, are helping candidates determine the right fit, providing feedback, guidance, insights and support through the process. Done well—it demonstrates your sincere interest and respect for candidates who are making a crucial life decision.
- ***You are TSA.*** Every contact is an opportunity to enhance the candidate's experience and extend the relationship. Be enthusiastic during your presentation and speak from your own experiences. Ask yourself what brought you to TSA and what keeps you here. In the eyes of the candidate, you are TSA.
- ***Simple is always better.*** Make it easy for candidates to connect with TSA, understand career opportunities, and apply for a job.

- **Lessons learned.** Enhance recruiting effectiveness by understanding lost opportunities and implement process improvements.

What Job Seekers Need to Know

As the recruiter, you are in many instances a potential employee's first contact with the Agency. **Remember, first impressions are lasting impressions.** Ensure that you are well versed and up-to-date on information about the Agency.

Who We Are...

The Transportation Security Administration (TSA) was formed as a result of the tragic events of September 11th, 2001. TSA is a component of the U.S. Department of Homeland Security (DHS). Defending America's Freedom!

Our Mission...

Securing Travel, Protecting People. At the TSA, we serve in a high-stakes environment to safeguard the American way of life. In cities across the country, we secure airports, seaports, railroads, highways, and public transit systems. We protect our transportation infrastructure from terrorist attack and ensure freedom of movement for people and commerce. We act swiftly and with integrity to:

- ✓ Discover and stop emerging transportation security threats, utilizing state of the art technology
- ✓ Educate and provide friendly customer service to travelers
- ✓ Screen passengers and gather intelligence
- ✓ Coordinate security involving aviation, rail, and other surface and maritime transportation
- ✓ Oversee most transportation-related responsibilities of the Federal government during a national emergency

Our People...

The people at our agency, who are most visible to the public, are our Transportation Security Officers (TSOs) at airport checkpoints. While they are the largest group of our employees, they are joined by others in a variety of occupations, including: Transportation Security Inspectors, Federal Air Marshals, Intelligence Analysts, and more.

Simply Stated, Our Agency is about People

Our work relies on thousands of dedicated men and women who interact with millions of travelers, some of whom you see in your community each day. We work with great

people. We serve great people. We take immense pride in offering unparalleled security along with excellent customer service.

Most importantly, the traveling public is an essential part of what we do. We strive to balance security with the necessity to treat each passenger as if they were our only customer.

How do we approach our work? We focus on people. We push technological innovation. We manage risk. We rely on unpredictability.

Our Process...

Hiring procedures and processes vary greatly between the private and government sector. Even within the Federal sector there are variances in requirements, process and timelines. Effective recruitment includes eliminating unnecessary candidate frustration by informing candidates at the beginning of the process what they should expect and what will be expected of them.

TSA Career Opportunities

While the largest groups of our employees are TSOs, you must remember that our work involves more than simply screening travelers. A wide range of challenging opportunities exists throughout our agency. Find out more at <http://www.tsa.gov/join/careers/index.shtm>.

Although your recruitment efforts are focused on the need you are supporting, your recruiting efforts will attract potential candidates with other skills and goals. A good recruiter should be aware of all opportunities within the organization. The candidate who may lack the skills you need in your recruitment efforts may be a potential high value candidate for another office within the agency.

The Benefits of Employment with TSA

The benefits of employment can be an agency's best attractor. A career at TSA offers more than just rewarding work. It offers outstanding benefits to our staff from health and retirement benefits to employee assistance, as well as generous vacation benefits. In addition to rewarding work, candidates will be eligible for the following benefits during their career with TSA:

- A wide choice of health insurance programs
- Personal leave days for vacation, illness, and family care
- Ten paid holidays per year
- Paid training
- Fully portable Thrift Savings Plan (similar to a 401(k))

- Non-taxable Flexible Spending Accounts for out-of-pocket medical or dependent expenses
- Transportation subsidies
- Defined benefit retirement plan
- Flexible work schedules
- Employee recognition program
- Life and long-term care insurance
- Employee Assistance Program
- Uniform allowance
- Telework

A recruiter needs to be more than conversant in the benefits offered. Federal benefits are a key factor in candidate decision making and the better informed they are, the more likely they are to make a decision to join TSA.

Core Compensation: Joining TSA puts candidates on the cutting edge of federal service. In addition to other benefits, TSA developed a unique pay scale, which enables us to be unique among our fellow Federal employees because we do not use the standard GS grading system candidates may be familiar with. TSA uses an "SV" grading system, which is a system of discrete pay bands with pay ranges that differ from GS pay ranges. These discrete pay bands, which are identified by letters rather than numbers, have minimum and maximum rates.

[TSA Pay Bands [Document Link: TBD] {Lead: Jean Checks}]

Career Advancement and Development

Candidates want to know what TSA can offer them not only now, but in the future. At TSA, no one is alone when it comes to their career.

Career Tool Box: TSA's Career Tool Box provides tools and services to enhance our employees' professional growth. *Note: These services are available to TSA employees only.*



[Quick Link to TSA's Career Toolbox](#)

- TSA Career Planning Guide
- TSA Career Plan Form

- TSA Career Path Information
- SOAR – A Career Development Resource for Transportation Security Officers
- TSA Competency Development
- Competency Catalog
- Professional Certification Resources
- TSA Career Coaching Service
- TSA Career Planning Online Learning Center Course
- 2008 Pay Bands, effective January 6, 2008
- Vacancy Announcements

Where to Find Our Jobs

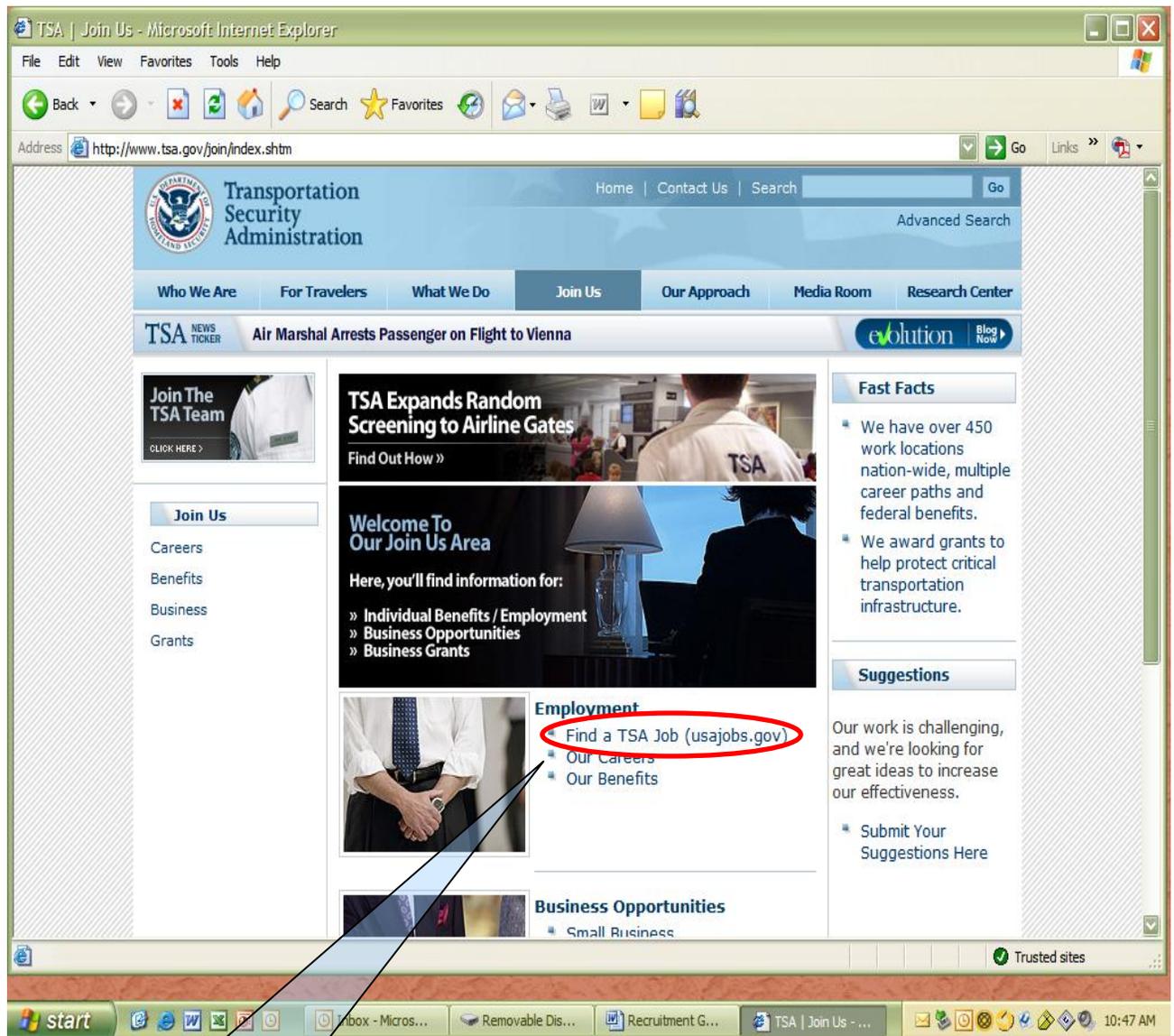
Employment opportunities with TSA are located on USAJOBS. Candidates can view current vacancy announcements by accessing:

- Access website: www.tsa.gov
- Click “Join Us”

The screenshot shows the TSA website homepage. The navigation menu includes links for 'Who We Are', 'For Travelers', 'What We Do', 'Join Us', 'Our Approach', 'Media Room', and 'Research Center'. The 'Join Us' link is circled in red. A callout box points to this link with the following instructions:

- Access website: www.tsa.gov
- Click “Join Us”

The main content area features a news article titled 'BDO and Off-Duty Police Officer Prevent Security Breach at World's Busiest Airport' with a 'Click Here >>' button. Below the article is a 'Checkpoint evolution' logo and the slogan 'Your Safety Is Our Priority'. A 'What To Know Before You Go' button is also visible. The page footer includes a 'Resource Center' link and a 'Trusted sites' indicator.

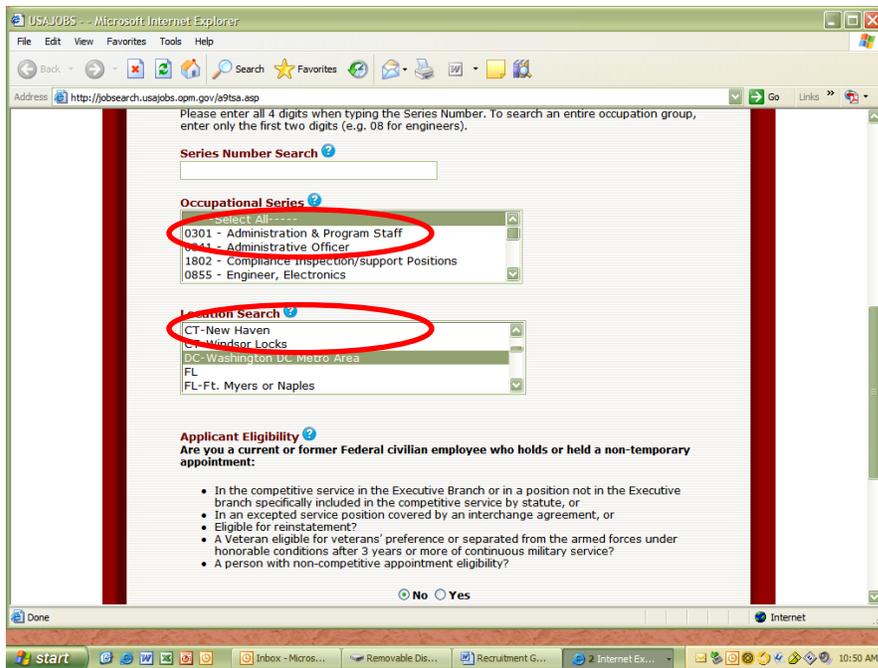


➤ Click “Find a TSA Job”

Note: This will enable job seekers to view TSA jobs only



➤ Enter specific search criteria



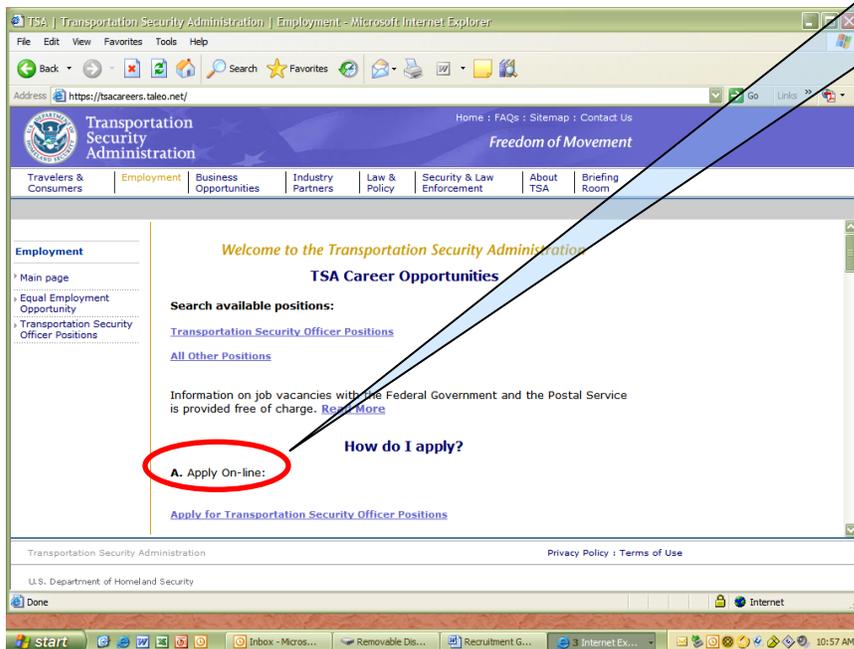
Applying for Employment with TSA

Once a candidate has reviewed the job search results and decided that TSA is the “employer of choice” for them, to obtain additional information on how to apply, they can visit www.tsa.gov and then click on "Employment."

For additional information, candidates can contact TSA Recruitment Services at 1-800-887-1895 or TTY 1-800-887-5506.



➤ Apply on-line



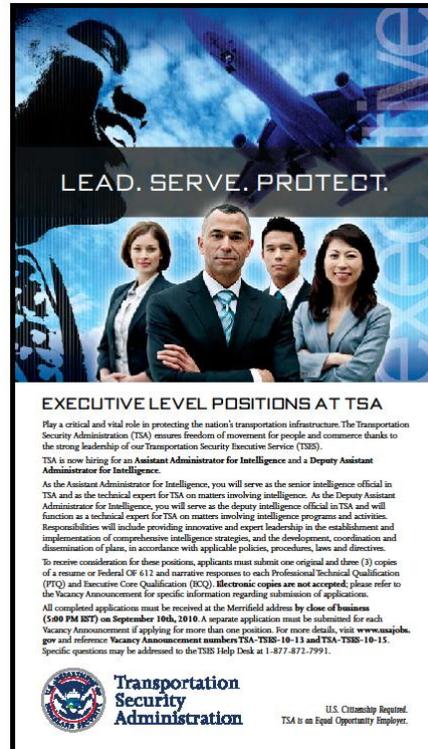
Target Marketing

In general, marketing conveys an agency's image through words and pictures and communicates that image to potential candidates. An effective marketing strategy involves the following:

- ❑ Development of the agency's image
- ❑ "Branding" the agency
- ❑ Creating marketing materials reflecting the "brand"

Marketing materials have been developed that consistently communicate TSA's image and brand. These materials have been used to target specific audiences, as exemplified below:

- ✓ Recruitment flyers distributed to veterans, diversity groups, colleges, etc
- ✓ Web based advertisements placed in strategic locations on an employment website to target people in specific industries
- ✓ Print ads strategically placed in newspaper sections that have a large volume of female readers
- ✓ Utilizing community newspapers to target people who fit geographic and demographic profiles



LEAD. SERVE. PROTECT.

EXECUTIVE LEVEL POSITIONS AT TSA

Play a critical and vital role in protecting the nation's transportation infrastructure. The Transportation Security Administration (TSA) ensures freedom of movement for people and commerce thanks to the strong leadership of our Transportation Security Executive Service (TSES).

TSA is now hiring for an **Assistant Administrator for Intelligence** and a **Deputy Assistant Administrator for Intelligence**.

As the Assistant Administrator for Intelligence, you will serve as the senior intelligence official in TSA and as the technical expert for TSA on matters involving intelligence. As the Deputy Assistant Administrator for Intelligence, you will serve as the deputy intelligence official in TSA and will function as a technical expert for TSA on matters involving intelligence programs and activities. Responsibilities will include providing innovative and expert leadership in the establishment and implementation of comprehensive intelligence strategies, and the development, coordination and dissemination of plans, in accordance with applicable policies, procedures, laws and directives.

To receive consideration for these positions, applicants must submit one original and three (3) copies of a resume or Federal OF 412 and narrative responses to each Professional Technical Qualification (PTQ) and Executive Core Qualification (ECQ). **Electronic copies are not accepted**; please refer to the Vacancy Announcement for specific information regarding submission of applications.

All completed applications must be received at the Meritfield address by **close of business (5:00 PM EST) on September 16th, 2016**. A separate application must be submitted for each Vacancy Announcement if applying for more than one position. For more details, visit www.usajobs.gov and reference Vacancy Announcement numbers TSA-TSES-16-13 and TSA-TSES-16-15. Specific questions may be addressed to the TSES Help-Desk at 1-877-872-7991.

 **Transportation Security Administration**

U.S. Citizenship Required.
TSA is an Equal Opportunity Employer.

Active Outreach (Continuous and Intermittent)

In many metropolitan areas where unemployment rates are lower than the national average and economic factors continue to improve, it becomes increasingly necessary to supplement vacancy announcement postings and advertising campaigns with Active Outreach.

Active Outreach is the execution of a combination of key recruitment activities that create immediate awareness of TSA career opportunities and provide for an increased number of applications.

Continuous outreach is necessary in markets that are generally difficult recruiting environments or for positions that have been historically difficult to fill due to specialized skill requirements or limited number of qualified candidates. Factors that tend to impact recruitment success in these markets include, but are not limited to: low unemployment rates, low population density, high cost of living, competition with Federal or private employers, etc.

Intermittent Outreach may be executed to provide an influx of candidates or to offset seasonal hiring requirements. Generally, it is best to conduct intermittent outreach according to local hiring trends. This is a consideration, for example, in college recruiting.

Both types of Active Outreach may be included in a local Recruitment Plan and both may be conducted utilizing National or Local resources.

Job/Career Fairs

Job fairs are typically created and sponsored by commercial companies, educational institutions, and employment assistance organizations. These events typically draw hundreds to sometimes thousands of job seekers, making participation a worthwhile tactic to announce TSA opportunities. The process for participating in job fairs involves the following and can be coordinated through TSA/OHC and HRAccess:

1. **Analyzing the Strategic Hiring Plan:** Review program office/airport-specific hiring needs.
2. **Conducting Research to Determine Job Fair Availability:** Communicate with network or media contacts to learn of job fair opportunities and/or conduct web-based research to identify job fairs that are designed to attract target audience (e.g., females, diversity, etc.). Contact job fair coordinators to collect information on cost, expected participation, booth availability, and external advertising.
3. **Plot Job Fair Schedule:** Outline possible job fair schedule based on findings from research.

4. **Secure Approval and Compare Cost to Budget Allocation:** Secure TSA management officials' approval for participation.
5. **Job Fair Registration:** Contact job fair coordinator, register to participate, and coordinate job fair payment. This can be done through TSA/OHC and HRAccess.
6. **Coordination for Job Fair:** Ensure you have an ample supply of recruitment materials (e.g., flyers, display materials, applications, pens) and coordinate exhibit booth participation.
7. **Build Recruitment Team:** Upon approval of costs, determine which members of your organization and management staff will attend the job fair.
8. **Job Fair Participation:** Oversee exhibit booth staffing schedules, booth arrangement, collection and review of paper applications and/or resumes. Ensure exhibit booth staffs are trained in detailing the steps of the hiring process, answering candidate questions, and reviewing the paper applications for completeness.
9. **Reporting and Results Tracking:** Communicate job fair results to local management staff; also monitor and track job fair results from all job fairs to determine future attendance.

One-Stop Career Centers

One-Stop Career Centers provide comprehensive employment assistance to active job seekers. In many states, people who file for unemployment insurance are required to register with the one-stop career center where they can partake in job skills training, utilize career center resources to conduct job searches, and interface with employers at informational sessions. One-Stop Career Centers receive state funds based on the number of registered job seekers they assist with job placement. Benefits of developing long-term, sustained relationships include:

- Assure continued community presence and awareness of the TSA
- Continue to enhance selected targeted recruiting for various ethnic and minority groups

Recruitment activities associated with One-Stop Career Centers include:

1. **Gain Support for Recruitment Initiatives:** Determine whether to continue or expand relationships with area one-stop career centers to announce TSA opportunities. Reestablish existing business relationships by eliciting support of one-stop career centers to distribute recruitment flyers and other informational media to registered job seekers.
2. **Identifying One-Stop Career Centers:** TSA HR Services identifies one-stop career centers within commuting distance of airports, as they generally receive job seekers in the local area. Local airport staff or program offices contacts Business Services

Representatives to introduce the recruitment program and discuss hiring needs and plans.

3. ***Develop Recruitment Relationships with Ancillary Agencies:*** Ancillary agencies associated with one-stop career centers include Rapid Response (layoff), Veterans (military), and Senior (retired) representatives dedicated to assisting a target client group seek employment opportunities. Identify and work with these ancillary agencies to promote the TSA and encourage individuals to apply.
4. ***Develop Network Contacts:*** Program office and/or airport staff reviews with One-Stop Site Manager their list of partners, vendors, and affiliated agencies and determines which of them should be contacted as potential recruiting sources.
5. ***Conduct Community Outreach:*** Based on information provided about network contacts, distribute recruitment flyers to selected contacts and advise them of TSA job opportunities and application process.

Community Outreach

Conducting community outreach is one method recruiters use to spread information about employment opportunities. Potential targets for community outreach include, but are not limited to, one-stop career centers, local/county/state government agencies, educational institutions, diversity organizations, or civic/fraternity/military organizations. Since these agencies/organizations typically lead to a pool of potential candidates, they are often referred to as sources. The basic method of conducting community outreach to announce TSA employment opportunities is outlined as follows:

1. ***Determining Need for Community Outreach:*** Decide whether to supplement any recruitment activities with outreach to inform the community of TSA job opportunities and solicit their support by sharing application information with clients/constituency.
2. ***Identifying Outreach Contacts:*** Begin developing a list of network contacts starting with local one-stop career centers or employment assistance agencies and expanding through their local network. Another method to identify network contacts is to utilize web-based resources.
3. ***Conducting Community Outreach:*** Research, identify, and contact key local, state, and federal sources; announce TSA opportunities by delivering recruitment flyers, educate points of contact on application process, and elicit their support by sharing application information with clients/constituency.
4. ***Direct Sourcing:*** If the position you are supporting has Direct Hire Authority, you may choose to reach potential applicants directly through the utilization of job seekers databases. The process to conduct direct sourcing is as follows:
 - a. Gain access to online job seeker databases by contacting database managers (e.g., America's Job Bank) to identify potential candidates.

- b. Identify potential candidates through database searches by skill set, educational background, salary specifications, job status specifications (full-time/part-time), etc.
 - c. Review identified resumes and determine if an individual meets the minimum application requirements.
 - d. Contact potential candidates, determine level of interest in position and if interested, share information about TSA job opportunities and encourage interested individuals to apply.
 - e. Maintain an accurate database of individuals contacted to monitor results and avoid contacting the same person multiple times.
5. **Expanding Outreach Opportunities:** Through continued relationship-building with network contacts you must continually attempt to convert outreach into opportunities to conduct informational sessions whenever possible.
6. **Developing and Maintaining Outreach Database:** To maintain contact with organizational contacts, it is important to formulate a method to track outreach activities and results.

Informational Sessions

Informational Sessions are TSA-exclusive recruitment events designed to communicate TSA's mission and educate potential candidates on career opportunities, the application and hiring process. Informational Sessions are an integral component of Active Recruitment, and are capable of satisfying continuous and/or intermittent goals. Elements critical to developing an effective Informational Session include the following:

1. **Analyzing the Strategic Hiring Plan:** Review program office/airport-specific hiring needs.
2. **Determining Informational Session Logistics:** The number of Informational Sessions to be scheduled is dependent upon hiring needs. The following information must be obtained prior to confirming a session:
 - a. Explore location options (e.g., hotel, TSA office, one-stop career center)
 - b. Determine location cost
 - c. Determine location availability (dates and times)
 - d. Determine recruitment materials needed
3. **Determine Marketing Options:** To maximize results, advertising should be scheduled to support Informational Sessions. Costs quotes must be obtained from media sources.
4. **Compare Informational Session costs to Budget Allocation:** Costs must be approved by TSA management.
5. **Build Recruitment Team:** Upon approval of costs, determine which members of staff will attend each session.

6. **Confirm Information Session:** TSA staff designee confirms site locations/times and arranges for payment of site space, if applicable.
7. **Preparation for Information Sessions:** TSA staff designee responsible for executing the following preparatory items:
 - a. Design and present ad proofs to support each Session to local media sources; arrange for payment of ads
 - b. Prepare recruitment materials
 - c. Arrange staffing schedule
 - d. Notify community network contacts of Session schedule
8. **Informational Session Execution:** Ensure you have all necessary recruitment materials (e.g., flyers, brochures, banners, applications, ink pens, promotional materials, etc.) you need. Staff should be able to answer questions regarding training, benefits, and work environment. If recruiting for Transportation Security Officers (TSOs), TSOs should be present during the informational sessions to answer airport-specific questions and provide personal insight on the benefits of working for TSA.

On-the-Ground Recruitment

In hard-to-recruit markets, it is often necessary to have a continuous recruitment campaign in place to reach active and passive job seekers over a specified period of time. The timelines are normally determined by a previously developed Hiring Plan.

Process for conducting on-the-ground recruitment:

1. **Analyzing Hiring Plan:** Review program office/airport-specific hiring needs taking into consideration retention challenges, current training/work schedules, and possible recruitment sources.
2. **Developing Recruitment Campaign:** Determine recruitment activities that will sustain applicant flow within a given market, which can include a combination of any of the following:
 - ❑ Conduct community outreach – research, identify, and contact key local, state, and federal sources; announce TSA opportunities by delivering recruitment flyers, educate points of contact on application process, elicit their support by sharing application information with constituency.
 - ❑ Attend commercial job fairs – research and identify job fairs that attract job seekers within our target market (e.g., general, non-specialized events)
 - ❑ Plan and develop positive recruitment events – reach active and passive job seekers by planning and scheduling dedicated TSA events at venues that experience sufficient visitation by the public (e.g., One Stop Career Centers, community colleges, state offices)

3. **Scheduling:** Staff arranges for delivery of recruitment materials and staffing Informational Sessions and Job Fairs.

Event Planning

Event Registration: Recruitment events usually have a designated area on their websites for “exhibitor” information. Exhibitor information generally includes:

- Exhibit Booth Fees
- Event Dates and Hours
- Exhibit Dates and Hours
- Exhibit Booth Set-Up Hours
- Exhibit Booth Tear Down Hours
- Exhibit Area Accessibility

Set-up: Generally, recruitment events are set-up within designated spaces in a large area (e.g., hotel ballroom, college/university gym). Spaces are allocated to participant organizations on a first-come, first-serve basis. The average exhibit space is 8’ x 10’. Standard items for exhibit booths include: draped back wall, carpeting, one 6’ draped table, two side chairs, a wastebasket, company identification sign, two exhibit badges for booth personnel.

NOTE: *Most often, some or all of the materials listed above are included in your registration fee. In some instances, these items are provided at an additional expense. Please check the documentation in the exhibitor’s kit thoroughly.*

Sample Recruitment Set-up:



Exhibit Booth Displays: Exhibit booth displays come in all sizes and styles. The HRAccess team can provide a recruitment display to you, when needed. Inventory includes:

- Mini-Banner Stand – approximately 3 feet tall when opened. Can fit on a small table at a local event where space is limited. When closed, the unit is the size of a small gym bag.
- Banner Stand – approximately 6 feet tall when opened and can be carried or shipped. This item fits on a banquet table, large desk or can be placed on floor.
- Table Top Banner Stand – a large frame and panel assembly. Placed on a banquet table and measures approximately 6 feet long and 4 feet tall.
- Large Banner Stand – a large frame and panel assembly. Use as a floor display only, measuring approximately 8 feet long and 6 feet high.
- Large Displays – TSA has an inventory of 3 large display booths that require 3rd party shipping and assembly. These items are used at large conferences or priority events. These must be coordinated several months in advance with TSA/OHC.

Promotional Items

Trinket Ordering Information: Promotional items for recruitment events are available through HRAccess as part of the event planning and registration process. All items have the career web site link and 800 Help Desk number imprinted. The items available include:

- Ink Pens
- Hand Sanitizers
- 3 Color Highlighters
- Key Board Brushes
- Lapel Pins (TSA and FAMS)

Helpful Research Websites

- America's Service Locator (One-Stop Career Centers): <http://www.servicelocator.org/>
- City Data: <http://www.city-data.com/> and <http://www.epodunk.com/>
- Chamber of Commerce: http://www.uschamber.com/chambers/chamber_directory.asp
- Colleges & Universities: <http://nces.ed.gov/globablocator/index.asp>
- Hispanic Alliance of Colleges & Universities:
http://www.hacu.net/hacu/College_Search_EN.asp?SnID=641059051
- Job Corps: <http://jobcorps.doleta.gov>

- Latina Organization (National): <http://www.hermana.org/chapfrm.html>
- Libraries: http://sunsite.berkeley.edu/Libweb/Public_main.html
- Military Transition Assistance Offices: <http://www.taonline.com/tappages/tapfull.asp>
- Military Officers Association of America (MOAA): <http://www.moaa.org>
- Marine for Life: www.m4l.usmc.mil/pub_htl_look_up.aspx?from=main
- NAACP Local Chapters: <http://www.naacp.org/locally/contact45.shtml>
- National Urban League: <http://nul.org/affiliates/index.htm>
- Veterans Affairs: <http://www.nasdva.com/emaillist.html>
- Women Work National Network: <http://www.womenwork.org/resources/directory.htm>
- Women's Organizations by State & City:
<http://www.distel.ca/womlist/countries/usa/usa.html>
- Women: Links to Other Sites: <http://www.wwwomen.com/feature/bestwww.shtml>
- National Organization for Women: <http://www.now.org/>
- Women's Organizations: <http://www.bluegrass.kctcs.edu/LCC/WS/guide/orgs.html>

Quick Reference Tool

The Headquarters Office of Human Capital (OHC), *Recruitment and Staffing Office (R&S)* provides recruitment support services to assist TSA management officials in obtaining highly qualified candidates for consideration. Our goal is to utilize proven recruitment methods and advertisement vehicles to identify the right talent, for the right position, at the right time within the TSA organization.

What We Offer

The OHC Recruitment Team can assist you in determining how to “*best market*” your position beyond the job posting by:

- Identifying a recruitment market.
- Implementing effective strategies for accessing candidate pools that represent quality talent and diversity.
- Leveraging hiring and compensation flexibilities to promote available benefits and work life balance.
- Sharing up-to-date information on student employment programs, special employment programs, and recruitment incentives.
- Ensuring quality personnel are recruited and hired in a timely and cost effective manner.
- Actively recruit in ways that appeal to highly qualified individuals and in the right places.
- Clearly articulate the specific requirements for skills and experience--sell the position.
- Measuring success: How well do your new hires fit the job over the long run?

Getting Started

- *Where and how can you recruit for specific competencies needed?*
- *How can you appeal to potential employees?*
- *How to direct a significant pool of potential applicants to the door?*

Here are several steps you should take before “*setting the wheels in motion.*”

<p>1. Identify Your Needs</p> <ul style="list-style-type: none"> ▪ Current Vacancies ▪ Position Status (Temp/Perm) ▪ Position Type (FAMS, non-TSO, TSES) ▪ Skills, Competencies ▪ Category, Series, Pay Band ▪ Attrition ▪ Applicant Pool 	<p>3. Establish a Game Plan!</p> <ul style="list-style-type: none"> ▪ Target Recruitment ▪ Incentive Programs ▪ Community Outreach ▪ Job/Career Fairs ▪ One-Stop Career Centers ▪ Informational Sessions ▪ Advertising
<p>2. Consider Your Hiring Options</p> <ul style="list-style-type: none"> ▪ Referral Source ▪ Student Employment Programs ▪ Veterans’ Programs ▪ Hiring People w/Disabilities ▪ Career Development Programs 	<p>4. Setting the Wheels in Motion</p> <ul style="list-style-type: none"> ▪ Identify a subject matter expert point of contact (POC) to partner with the designated OHC Recruitment Team POC at recruitment events. ▪ Complete the <i>Request for OHC Recruitment Support Services Form</i> and submit to your designated OHC Recruitment Team POC.